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ABSTRACT

This fourth annual review of employee training activities throughout the Federal Service is derived from information provided by agencies in their annual training reports to the Civil Service Commission for fiscal year 1970. Major sections of the report are: (1) Progress Toward Significant Training Goals, (2) Agency Training Activities, (3) Accomplishments Through Training, (4) Activities of the Civil Service Commission, and (5) Statistical Review of Training. Summary data from previous reports are included to make comparisons and show trends. Statistical tables and figures present the data. (JS)

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MARCH 1971

EMPLOYEE TRAINING

ED052339

*in the
Federal Service*

FISCAL YEAR 1970

U.S. CIVIL SERVICE
COMMISSION



BUREAU OF
TRAINING

VT013367

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U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
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EMPLOYEE TRAINING

*in the
Federal Service*

FISCAL YEAR 1970

**U.S. CIVIL SERVICE COMMISSION
BUREAU OF TRAINING**

6252003

EVOLVING THREATS

1972-1973

1972-1973

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INTRODUCTION

This report provides detailed information about training in the Federal service during fiscal year 1970. It supplements the general summary included as Appendix J, Report on Agency Training Activities, in the Commission's 1970 Annual Report to the President.

This is the fourth consecutive year the Civil Service Commission has prepared a comprehensive annual review of employee training activities throughout the Federal service. The report is derived from information provided by agencies in their annual training reports to the Commission for fiscal year 1970.

The report moves from general goals to specific agency training activity. Section I reports progress made toward some significant training goals that were identified in the fiscal 1969 "Employee Training in the Federal Service" report. Section II includes a review and summary analysis of agency training activities; covering topics such as participation in training, types of training received, man-hours of training provided and expenditures for training. Comparisons are made with previous years. Section III gives examples of training activities which demonstrate ingenuity and resourcefulness in meeting the training needs of agency employees. Section IV reports on training and special activities provided to agencies by the Commission's Bureau of Training and its Regional Training Centers during the past fiscal year. Section V provides a detailed statistical review of training, showing each agency's training activity for fiscal year 1970.

I. PROGRESS TOWARD SIGNIFICANT TRAINING GOALS

A. Opening New Opportunities

One of the keys that will open the doors of opportunity is education and training. The use of this avenue to increased opportunity is particularly important for underprivileged and underutilized employees, and since 1965, progress has been made toward this end. Nevertheless, a gap between promise and fulfillment exists. Therefore, President Nixon's Executive Order 11478 of August 1969 emphasized the need to intensify efforts to provide more developmental opportunities for employees in the lower grades.

The President's directive set in motion new efforts by the Civil Service Commission and agencies to achieve long sought after objectives. Initially, surveys were conducted to reveal where the greatest improvements needed to be made. The surveys showed that the largest percentage of non-professional, minority group members and women are in General Schedule grades one through seven or the equivalent. Programs, such as, "Upward Mobility of Lower Level Employees", "Public Service Careers", "Employment of Summer Aids", and "Project 250" have been developed to contribute to the goal of providing "opportunities for all persons with full recognition of their dignity as individuals, so to seek and to achieve their highest potential and productivity in employment situations." These programs are summarized below.

Public Service Careers Program

The administration has established under the direction of the Department of Labor a major new manpower program, the Public Service Careers Program (PSC) designed to significantly increase employment opportunities for disadvantaged persons in public jurisdictions—state and local, as well as Federal. The Federal component of the Public Services Careers Program is being promoted and coordinated by the Civil Service Commission and is being executed by many Federal agencies with their own resources augmented by funds provided by the Labor Department from manpower opportunities. The PSC program is designed to help disadvantaged persons compete on a more equitable basis with others for Federal employment, by providing them with special orientation, counseling, and training, as well as other kinds of services. The purposes of the program are to encourage: (1) development of prototype meaningful employment opportunities for ini-

mally skilled persons; (2) the upgrading of lower-level Federal employees already on duty; (3) the use of training programs to improve and develop the skills of lower-level employees; (4) an improvement of the personnel services provided for individuals in lower grade Federal positions and (5) restructuring and the development of more flexible career ladders for lower-level Federal employees. As an incentive for agency participation in the PSC program, ceiling exemption is applied to individuals hired through the worker-trainee examination. This exemption is retained by the individual worker-trainee for the twelve month period after his appointment or through the first two promotions, whichever is shorter. If a PSC trainee resigns or is released by his agency, his ceiling exemption reverts to the agency's pool to be applied to another individual hired. A second incentive for participating agencies is the provisions that PSC funds will match up to one-third of the total costs of training and supporting services for new or expanded activities related to entry or upgrading programs. The total program funding for the Federal component for FY 1971 is 8 million dollars. Program proposals are now being received from agencies by the Civil Service Commission. An agency program already approved is the one at the Department of Army's White Sands Missile Range that includes skills training for such positions as Environmental Test Operator Helper, Mechanic Helper, Electrician Helper, Clerk-Typist, Supply Clerk and Accounting Clerk. Also included will be orientation, counseling and advisory services, basic education and supervisory training.

Upward Mobility

As another step in meeting the President's objective that "Employees should have the opportunity to the fullest extent practicable to improve their skills so they may qualify for advancement," the Civil Service Commission developed and sent to agency heads on May 7, 1970 a comprehensive (Government-wide) upward mobility plan aimed at helping employees at the lower levels (non-professionals at GS-7 and below or equivalent pay levels) who have the potential and desire to move upward to the full extent of their capabilities. The plan suggests long-range goals for agencies to work toward improving personnel systems, suggests a series of actions for achieving goals, and indicates the support that will be provided by the Commission. The plan calls for agencies to:

- Establish career ladders and avenues for

those occupational fields that have movement.

- Assist employees in the development of career development plans
- Provide counseling and guidance services within and outside of supervisory channels.
- Make more training opportunities available to employees who want and can benefit from skills development training, basic remedial education, high school equivalency certification and college level courses.
- Develop utilization and placement procedures which assure full use of employee skills and abilities and development of potential.
- Establishing mechanisms for communicating meaningful and realistic information about programs and opportunities to employees.

In support of the upward mobility plan, the Commission will develop model career systems in selected occupations, review qualification standards to remove unnecessary barriers to upward mobility, carry out a series of on-site job restructuring demonstration projects to create "bridge" positions between jobs requiring minimal skills and skilled jobs, and prepare selected employees for the "bridge" and higher level jobs. Provide agencies with model education and training systems geared to the needs of lower level employees and provide interagency training courses for supervisors of low skilled employees, career counselors, training officers and employees in communication, clerical and ADP skills. The Commission will also evaluate program effectiveness and report progress and development to the President. Agencies have already begun to develop agency equal employment opportunity action plans which include upward mobility plans.

Summer Aids

In a further effort to assist disadvantaged persons of all ages, each summer Federal agencies are encouraged to employ as Summer Aids youths 16 through 21 years of age who meet the criteria for economic or educational need. Although the initial thrust of the program was to provide routine jobs requiring no specific skills, the 1969 campaign emphasized the need to provide productive work and training experiences for these young people. To assist agencies in meeting this expanded purpose, the Civil Service Commission developed and issued *Utilization of Summer Aids—A Summary of the 1970 Program and Planning Guide for Summer 1970*. The bulletin was de-

signed to record agencies' past experiences and to provide information that would be useful in developing the 1970 program. Included in this bulletin was a bibliography of films and publications which agencies have used successfully in past years. For Washington area program coordinators, the Commission sponsored two workshops designed to assist them with specific information about jobs, awards, training activities, supervisory training and special activities. The Commission's Central Office developed a job kit which provided educational and vocational counselors with specific information about positions with the Federal Government in the Washington area, especially for youth.

Project 250

An experimental program, "Project 250" was a Federal interagency manpower program designed to provide gainful employment opportunities for 250 "hard core" disadvantaged young people in the Washington, D.C. area. It was funded by the U.S. Department of Labor and was developed and administered by the U.S. Civil Service Commission. Nineteen Federal agencies participated. The results of the program are now available. The program was successful in creating 250 job opportunities for disadvantaged youth in the Washington, D.C. area. Of the 250 trainees who entered Project 250, 130 became career conditional employees and were on the job as of June 30, 1970. Many of the trainees who dropped from the program were better prepared to fend for themselves in the job market than they were when they entered the project. A preliminary survey of Project 250 dropouts showed that approximately 55% were either back in school or employed in various occupations in the metropolitan area. Six percent of the dropouts were serving on active duty in the Armed Forces.

The Project 250 experience was documented in the Commission's Final Report published in October 1970. As a supplement to this report, the Bureau of Training has developed a slide sound presentation outlining the 250 story. These documents can be shared with others who may have an interest in manpower training programs.

B. Preparing New Supervisors for Their Responsibilities

It has long been an accepted fact that a knowledgeable and skillful supervisor is the hub of an effective and efficient organization. A great deal of attention has been given to establishing improved criteria for the selection of persons with

supervisory abilities and potential. The same concern is now being given to the preparation of new supervisors to assume their responsibilities by requiring that all new first-level supervisors be trained either before or soon after assuming their duties. Appendix A to Federal Personnel Manual Chapter 410, outlines the required training for supervisors appointed after June 30, 1969.

Since minimum standards for training have been set, agencies have been examining and revising their previously developed courses and programs to meet those standards.

Of the 18,125 first-line supervisors appointed after June 30, 1969 as reported by 48 agencies, 11,827 or about 67% received at least forty hours of training during fiscal year 1970. A detailed explanation is made in Section III of this report.

C. Developing Executive Skills

Present and past administrations have strongly endorsed training programs for the development of Federal Executives (GS 16 and above). In the words of Executive Order 11315, "The training program shall include the establishment of special training and educational facilities, and provide for the relevant use of outside training facilities." Since the issuance of this Executive Order, Federal agencies have developed and provided training programs for their executives, one of which is the Federal Executive Institute.

The Federal Executive Institute, which became operational October 1968 has completed its second full year of operation. The Institute is designed to serve the training and development requirements of employees in positions at grades GS-16 and above, or equivalent in other Federal pay systems.

The Chairman of the U.S. Civil Service Commission, Robert E. Hampton, commissioned the National Academy of Public Administration to prepare an evaluation of the Federal Executive Institute. The evaluation will be based on an investigation of the Institute's objectives, organization, and effectiveness. Academy members who are serving on the evaluation panel are:

Frederic N. Cleaveland, Director, Education Program, National Academy of Public Administration

Thomas W. Fletcher, City Manager, San Jose, California

Robert F. Froehlke, Assistant Secretary for Administration, Department of Defense

Bertrand Harding, Associate Administrator for Manpower, Federal Aviation Administration

Mark E. Keane, Executive Director, International City Management Association

Ronald B. Lee, Assistant Postmaster General, Bureau of Planning and Marketing

John D. Millett, Chancellor, Ohio Board of Regents

Elmer B. Staats, Comptroller General of the United States

George A. Graham, Executive Director, National Academy of Public Administration (ex officio panel member)

The Final report will be submitted by the Academy to the Commission in early 1971.

II. AGENCY TRAINING ACTIVITIES

Section II summarizes and analyzes statistical data reported by 58 Federal agencies on fiscal year 1970 training activities. It also includes summary data from previous reports to make comparisons and show trends.

The populations used in this report consist of full-time employees (including foreign nationals) on the rolls of each reporting agency as of October 31 for each fiscal year presented. As in the past annual training reports, each instance of training reported by agencies was counted separately; thus, the total number of instances of training is somewhat greater than the total number of employees trained.

A. SUMMARY OF FINDINGS

1. Highlights of 1970

Overall

Training data for fiscal year 1970 outwardly reflects a climate of stability in the Federal community. Instances of participation (and the Federal population) increased less than one percent between fiscal years 1969 and 1970. However, agencies reported a 4.7 percent decrease in participant man-hours between those years—a net difference of over 2.5 million man-hours.

Type of Training

Although participation data was almost the same overall for fiscal years 1969 and 1970, significant fluctuations did occur between those years in types of training, as can be seen from the following:

- *Professional, Scientific, and Engineering* training decreased by 10.6 percent.
- *Supervisory and Management* training increased 43.4 percent.
- *All remaining training* (except Technical training which experienced little change) decreased 17.7 percent.

Level of Employee

- Lower-level employees (GS 1-8 and Wage System) received less training than in fiscal 1969.
- Higher-level employees (GS 9-18) received more training than in fiscal 1969.

Sex

- Although only 25 percent of fiscal 1970 trainees were women, the training of women increased 7.4 percent over fiscal

1969 (while the training of male employees showed a slight decrease).

Supervisory Training

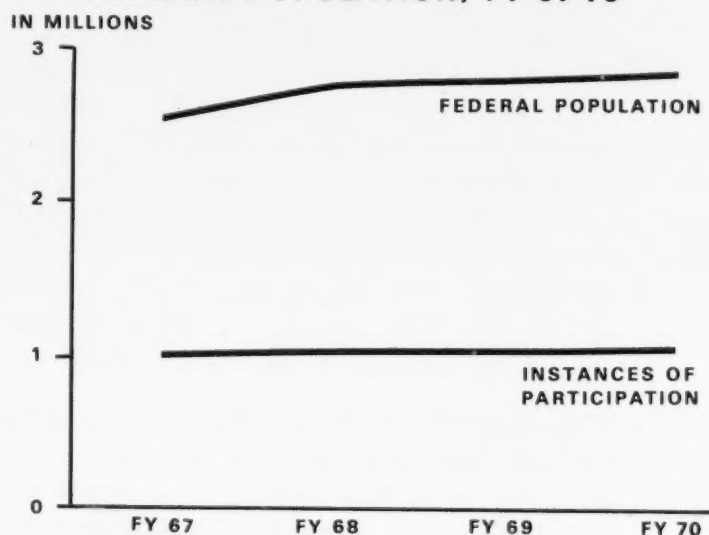
- Forty-seven agencies reported that over 65 percent of all new first-level supervisors received at least 40 hours of supervisory and management training in fiscal 1970.
- Forty-three agencies reported training 72 percent of their first-level supervisors appointed before fiscal 1969.

Costs

- The total costs of training (excluding trainee salaries) for fiscal year 1970 was over 187 million dollars.
- Non-Government training expenditures (for tuition and fees, transportation and per diem) decreased nearly 1.1 million dollars between fiscal years 1969 and 1970.

2. Trends

Figure 1
TRAINING PARTICIPANTS COMPARED TO
FEDERAL POPULATION, FY 67-70



Statistical data shows that training participation has not kept pace with the Federal population growth between fiscal years 1967 and 1970. During this period, training participation in the Federal service grew by 6.8 percent (or 68,873 instances), while the Federal population increased by 246,043 employees (or 9.6 percent). The following changes in participation and population by pay systems between fiscal 1967 and 1970 were noted:

- General Schedule training participation grew by 21,925 instances (or 3.7 percent), while the population increased by 149,350 employees (or 4.6 percent);

- Wage Systems training participation decreased by 61,000 instances (or 30.4 percent), while the workforce increased by 15.7 percent (or 72,047 employees);
- Postal Field Service Training participation increased by 94,361 instances (or 126 percent), as compared with a 10.6 percent (or 62,952 employees) increase in population; and
- "Other" pay system training participation grew by 21.0 percent (or 13,293 instances), while the population increased by 154,263 employees (or 29.4 percent).

Because pay system breakouts were not made in fiscal 1967, the following analysis will be made between fiscal years 1968 and 1970:

- Although training participation by General Schedule employees grew 28,987 instances (or 4.4 percent) during this period, this growth did not occur equally among all employment groups. Training participation for employees within GS grades 1-4 fell by 12.7 percent, a net decrease of 16,580 instances of participation. For GS grades 5-8, training participation decreased by 2 percent (or 3,528 instances). On the other hand, participation increased by 13.5 percent (or 36,075 instances) for employees in GS grades 9-12, 15.3 percent (or 12,736 instances) for employees in GS grades 13-15, and 12.9 percent (or 284 instances) for employees within GS grades 16-18.
- The number of Wage System employees trained decreased by 18.9 percent, a net decrease of 32,510 instances of participation. Wage System non-supervisors accounted for 97 percent of the total decrease in participation.
- In general, training for lower-level employees is decreasing, while training for middle and upper-level employees is increasing. Army, Treasury and GSA were the only agencies who gave more training to their Wage System employees in fiscal 1970 than in fiscal 1968.

The following changes have occurred between fiscal years 1967 and 1970 in participation of training by *type* of course.

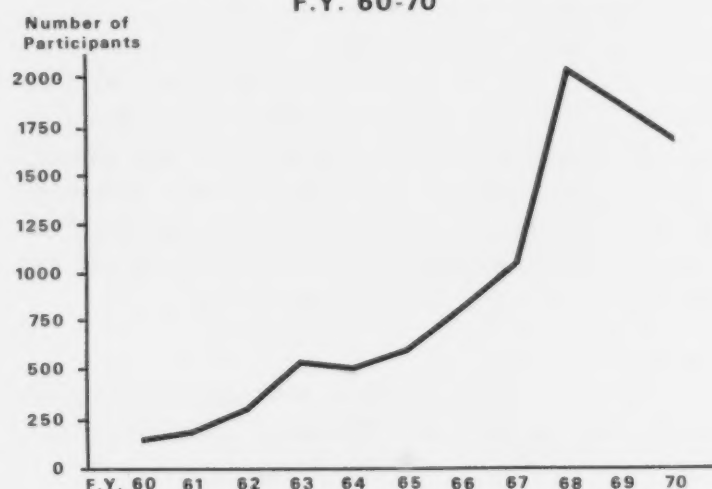
- Nearly eleven percent fewer employees at-

tended formal classroom training in the Professional, Scientific and Engineering training category than in fiscal 1969, but this category continues to show the greatest proportionate growth—nearly 52 percent—between fiscal years 1967 and 1970.

- Although Supervisory and Management training experienced a steady decline between fiscal years 1967 and 1969, summary data for fiscal year 1970 shows a 44 percent increase between fiscal years 1969 and 1970.

After growing steadily since 1960, the use of long-term training has begun to level off and even, perhaps, to decline. The following chart illustrates this fact:

Figure 2
LONG-TERM TRAINING PARTICIPANTS
F.Y. 60-70



While training for all grade groups has grown slightly during this period, this growth pattern has only occurred in a few individual agencies. Over the past three years, gross figures show considerable flux and shifting patterns, with a wide variety of trends.

3. Comparisons of Participation

This fiscal year, for the first time, agencies were requested to report participant man-hours by type of training, internal training costs (excluding participant salaries) and data about the training of first-level supervisors. This data along with agency populations permits a number of comparisons to be made. For example, the distribution of instances of participation among the four types of training occurred according to the following table:

Table 1

TRAINING BY TYPE--FY 70

<u>Type</u>	<u>Percentage of Total Training Participants</u>	<u>Percentage of Total Training Man-Hours</u>
Professional, Scientific, and Engineering	15	24
Technical	38	46
Supervisory and Management	23	15
Other	24	15
TOTALS	100	100

Compared to other groups, employees in general schedule grades nine through twelve spent more time attending training courses in proportion to the number of hours they worked during the year. Employees in grades one through four spent the least. Similarly, mid-level employees contributed

the greatest number of instances of training participation proportionate to their population compared to other grade groupings.

Employees in grades one through four contributed the fewest number of instances of training participation, as the following table shows:

Table 2

TRAINING RATIOS BY GS GRADE LEVEL

<u>GS Grade Level</u>	<u>Training Man-Hour Ratio¹ (In Percents)</u>	<u>Training Participation Ratio² (In Percents)</u>
GS 1-4	0.6	35
GS 5-8	1.1	46
GS 9-12	1.8	69
GS 13-15	1.7	60
GS 16-18	0.8	54

¹ Training Man-Hours: Man-Hours Worked

² Training Participants: Grade Level Population

The amount of time which employees spent in training during the course of fiscal year 1970 varied widely among grade groups, although on the average, none spent more than a week:

Table 3

AVERAGE TIME SPENT BY GS EMPLOYEES
IN TRAINING - FY 70

<u>GS Grade Group</u>	<u>Time Spent in Training</u>
GS 1-4	10 Hours (1 Day, 2 Hours)
GS 5-8	20 Hours (2 Days, 4 Hours)
GS 9-12	32½ Hours (4 Days, ½ Hour)
GS 13-15	31 Hours (3 Days, 7 Hours)
GS 16-18	14½ Hours (1 Day, 6½ Hours)

Comparing participation by agency and fiscal years shows some marked fluctuations among agencies and between years 1967 through 1970:

(Table on following page)

Table 4

PARTICIPATION BY AGENCY AND FISCAL YEAR

AGENCY	FY 1967	FY 1968	FY 1969	FY 1970	% CHANGE BETWEEN FY 69-70	% CHANGE BETWEEN FY 67-70
TOTAL.....	1008780	1034793	1076169	1077653	+ .1%	+ 6.8
DEFENSE.....	527304	521510	518451	460923	-11.1	- 12.58
ARMY.....	(204599)	(172773)	(192603)	(175164)	(- 9.1)	(- 14.4)
NAVY.....	(140876)	(172821)	(163372)	(136675)	(-16.3)	(- 3.0)
A F.....	(145069)	(122688)	(112800)	(104059)	(- 7.7)	(- 28.3)
DSA.....	(25998)	(29495)	(29640)	(26994)	(- 8.9)	(+ 3.8)
OTHER DEFENSE..	(10762)	(23733)	(20036)	(18031)	(-10.0)	(+ 67.5)
POST OFFICE.....	75323	92499	144198	169684	+17.7	+ 125.3
TREAS.....	66231	38813	73465	71291	- 3.0	+ 7.6
AGRIC	57996	62955	66730	83438	+25.0	+ 43.9
V A.....	40189	38605	45338	41785	- 7.8	+ 4.0
INTERIOR	48327	47168	43060	36142	-16.1	- 25.2
DHEW.....	37955	72553	35760	41456	+15.9	+ 9.2
TRANS.....	36053	33107	23931	32864	+37.3	- 8.8
NASA	32629	23192	21635	23217	+ 7.3	- 28.8
D C GOVT	8322	16807	16454	21493	+30.6	+ 158.3
JUSTICE	13327	15324	15914	21048	+32.3	+ 57.9
COMMERCE	9974	11277	14601	15680	+ 7.4	+ 57.2
GSA	8216	12409	11828	17848	+50.9	+ 117.2
PANAMA CANAL	12112	7868	6472	5498	-15.0	- 54.6
LABOR	4590	8858	6006	6628	+10.4	+ 44.4
SEL SVC.....	1651	3977	5707	4461	-21.8	+ 170.2
STATE	2694	1566	5271	3296	-37.5	+ 22.3
HUD	4311	8311	3400	3629	+ 6.7	- 15.8
AEC.....	9485	3673	3387	2904	-14.3	- 69.4
SM BUS.....	4051	2970	2420	1816	-25.0	+ 55.2
GAO	1281	2374	2165	2031	- 6.2	+ 58.5
LIB OF CONGRESS..	504	756	935	1105	+18.2	+ 119.2
CSC	1352	987	1084	1770	+63.3	+ 30.9
ALL OTHER*.....	4135	6854	7618	7646	+ .4	+ 84.9

* 33 Other agencies, each reporting fewer than 1,000 participants in FY 70

B. Training by Type

In the subject matter categories, 15 percent took their classroom training in the *Medical, Scientific, Engineering, Legal and related fields*; 38

percent attended *Technical* programs; 23 percent were trained in *Administration, Management and Supervision* programs; and 24 percent took courses in the *Other* categories.

Table 5

PARTICIPATION BY TYPE AND SOURCE OF TRAINING

	<u>Total</u>	<u>Internal</u>	<u>Interagency</u>	<u>Non-Government</u>	
				<u>Short-Term</u>	<u>Long-Term</u>
TOTAL	1,077,653	828,289	79,944	167,755	1,665
Professional, Scientific and Engineering	164,451	96,663	7,959	58,506	1,323
Technical	408,460	330,729	23,348	54,296	87
Supervisory and Management	242,171	183,299	30,861	27,762	249
Other	262,571	217,598	17,776	27,191	6

Professional, Scientific and Engineering

Training for medical, scientific, engineering, legal and other professions includes courses designed to keep these personnel abreast of technological advances and to impart new knowledges in their specialized fields.

Summary data shows that nearly 11 percent fewer employees attended formal classroom training in this category than in fiscal 1969. This decrease could be attributed to changes in program emphasis by individual agencies in the scientific and engineering areas.

Although training decreased in this subject matter area, it still represents 15 percent of the total Federal participation and 24 percent of the total participant man-hours for fiscal 1970. This type of training continues to show the greatest proportionate growth—nearly 52 percent—between FY 67 and FY 70. Non-Government training was the most used source for this type of training, as over one-half of the total non-Government man-hours were devoted to this training category.

Of the 164,451 participants who received this type of training, 79 percent were men and 21 percent were women. A review of those positions that fall within the professional, scientific, and engineering occupational groupings show that 84 percent were men and 16 percent women. What appears to be a disproportionate ratio of men to

women was not a result of prejudicial selection process, but rather a reflection of the employment picture. Summary data shows that women spent proportionately more time in the classroom than did their male colleagues.

Technical Training

Technical training includes courses designed to enhance the skills required to perform the tasks or operations of a job. Into this training category falls specialized "how-to" courses in fields such as crafts and trades, position classification, procurement analysis, computer programming, claims examining, etc.

Technical training continues to be the most used type of training. Statistical data shows 408,460 instances of participation (or 38 percent of the total participants and 46 percent of the total participant man-hours) were spent in technical training in fiscal year 1970.

Federal employees spend more time in the formal classroom in technical training than the other three types. One-third of the female participants were given technical training, and on the average they spent 45 hours in the classroom. The percent of men (39%) and women (34%) trained in the technical training category remains relatively unchanged between fiscal years 1969 and 1970.

In fiscal year 1970, 7,676 or (49 percent) more participants received technical training

through interagency sources than in fiscal year 1969, while non-Government (long-term) training decreased 33.1 percent. Both internal and non-Government (short-term) training sources showed slight decreases during fiscal year 1970.

Supervisory and Management

Supervisory and management training includes courses designed to enhance supervisory, managerial, administrative or executive skills, knowledge and abilities. This type of training includes training in such fields as public administration, political science, and business administration.

The most dramatic increase in training for fiscal 1970 occurred in this type of training. The mandatory required minimum standards for new supervisors appointed after June 30, 1969 (as outlined in Appendix A to FPM Chapter 410) were responsible for the increases reported in this type of training. (First-line supervisors are discussed in more detail later in this section.)

Although, supervisory and management training experienced a steady decline between fiscal years 1967 and 1969, summary data for fiscal 1970 shows 73,695 more instances of participation or a 44 percent increase between fiscal years 1969 and 1970. The largest percentage of change between fiscal years 1969 and 1970 occurred in non-Government (long-term) training. However, internal training showed a net increase of 53,012 instances of participation over fiscal year 1969 and continues to be the most used source of training for satisfying agencies needs in this category.

Supervisory and management training accounts for 23 percent of the total participation, but only 15 percent of the total participant man-hours. For this type of training, agencies reported

70 percent and 40 percent increases in participation for women and men respectively between fiscal years 1969 and 1970. Both men and women received proportionately equal amounts of training relative to their populations.

Other Training

Other training includes programs not appropriately categorized in the preceding training categories, such as:

Apprentice Programs	Communication Skills
Clerical and Office Skills	Defensive Driving
Consumer Education	Firefighting
Fire Prevention	Food, Sanitation and Health
First Aid	Medical Self Help
Languages	Federal Summer Employment
Orientation	Program for Youth
Safety	
Civil Defense	

Agencies reported nearly 18 percent fewer instances of training for this type of training in fiscal year 1970. Interestingly enough, Postal Field Service participation increased nearly 18 percent during 1970, but their participation in the "Other" training category decreased by 4.6 percent.

Over one-half of all the females employed in the Federal service are found in the secretarial and clerical occupations, and they receive the bulk of their training in the "Other" training category. Thirty-six percent of all the females trained and 23 percent of the total female participant man-hours fall in this type of training. It appears that the clerical and secretarial employees received substantially less training in fiscal 1970 than in fiscal 1969. Both men and women received proportionately less training in this type of training as compared to the other three types of training.

Table 6

PARTICIPATION BY TYPE AND FISCAL YEAR

	<u>FY 1967</u>	<u>FY 1968</u>	<u>FY 1969</u>	<u>FY 1970</u>	<u>% Change FY 69-70</u>	<u>% Change FY 67-70</u>
TOTAL	1,008,780	1,034,793	1,076,169	1,077,653	+ .1%	+ 6.8%
Professional, Scientific and Engineering	108,307	97,773	183,891	164,451	- 10.6%	+ 51.8%
Technical	449,075	511,173	404,329	408,460	+ 1.0%	- 9.0%
Supervisory and Management	183,654	178,749	168,876	242,571	+ 43.6%	+ 32.1%
Other	263,744	247,098	319,073	262,571	- 17.7%	- 1.9%

C. Participation and Man-Hours

In their FY 1970 annual reports on training, agencies reported the number of instances of participation and participant man-hours by grade groupings. This data by itself has little meaning unless the number of participants and participant man-hours for each of the five GS grade groups and Wage System groups are compared with the Federal population and total "available"¹ man-hours respectively within an agency. The resulting ratios provide a more accurate measure of participation and time involvement in training activities and allows for comparisons among grade groups.

There were three separate and distinct analyses made with the data that warrant further explanation. For each of the five GS grade groups and the Wage System group, the instances of participation were divided by their populations giving the percentage of participation in relation to its workforce. The training participant ratios among the different grade groups were placed in numerical sequence, i.e., from the lowest to the highest numerical percentage. The difference between the highest and lowest numerical per-

tage was divided by three. This operation, in effect, divides the range of numerical percentages into three equal parts or thirds. For simplicity, the lower, middle, and upper one-thirds have been translated into below average, average and above average. The same analysis was made in comparing participant man-hours to total available participant man-hours. (Agency by agency listing by population, participant man-hours among grade groups are found in Section V.)²

The first part of the analysis shows the proportion of participants within a grade group who receive training. It also shows what percentage of the total man-hours are devoted to training these employees. Each grade group can be compared with the other grade groups. In effect, this shows what grade groupings are receiving "more" or "less" training in comparison to other employees in an agency.

The second analysis uses the first analysis'

¹ The number of Federal manhours was derived by using a 227 day man-year for each employee, (260 days less 8 paid holidays, 20 days annual leave and 5 days sick leave). The 227 day man-year times 8 hours equals total "available" Federal manhours.

² A summary of the comparisons are graphically depicted on Figure 4.

Figure 3

COMPARISON OF PARTICIPANT RATIOS WITHIN GRADE GROUPINGS (2nd. analysis)

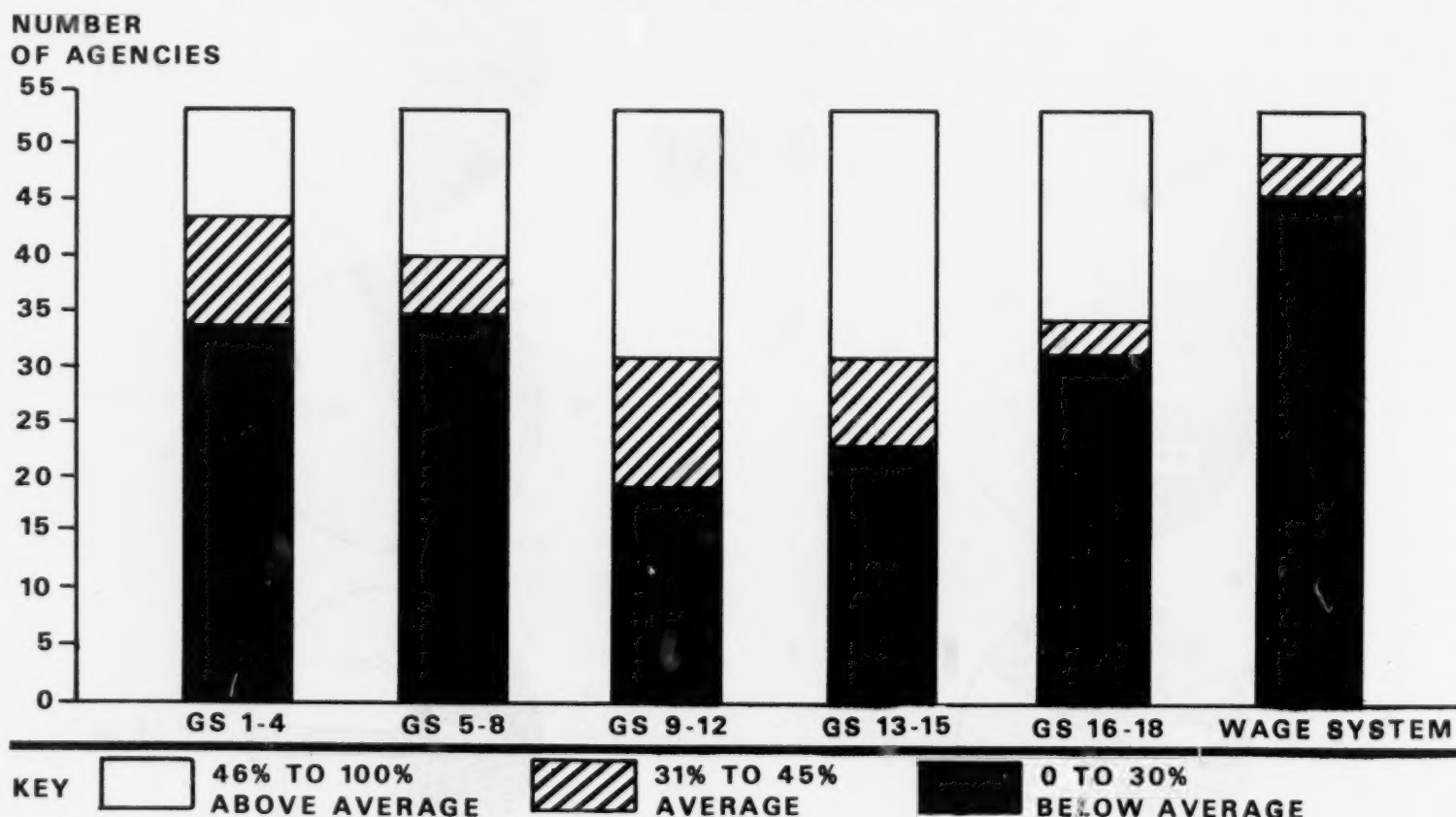
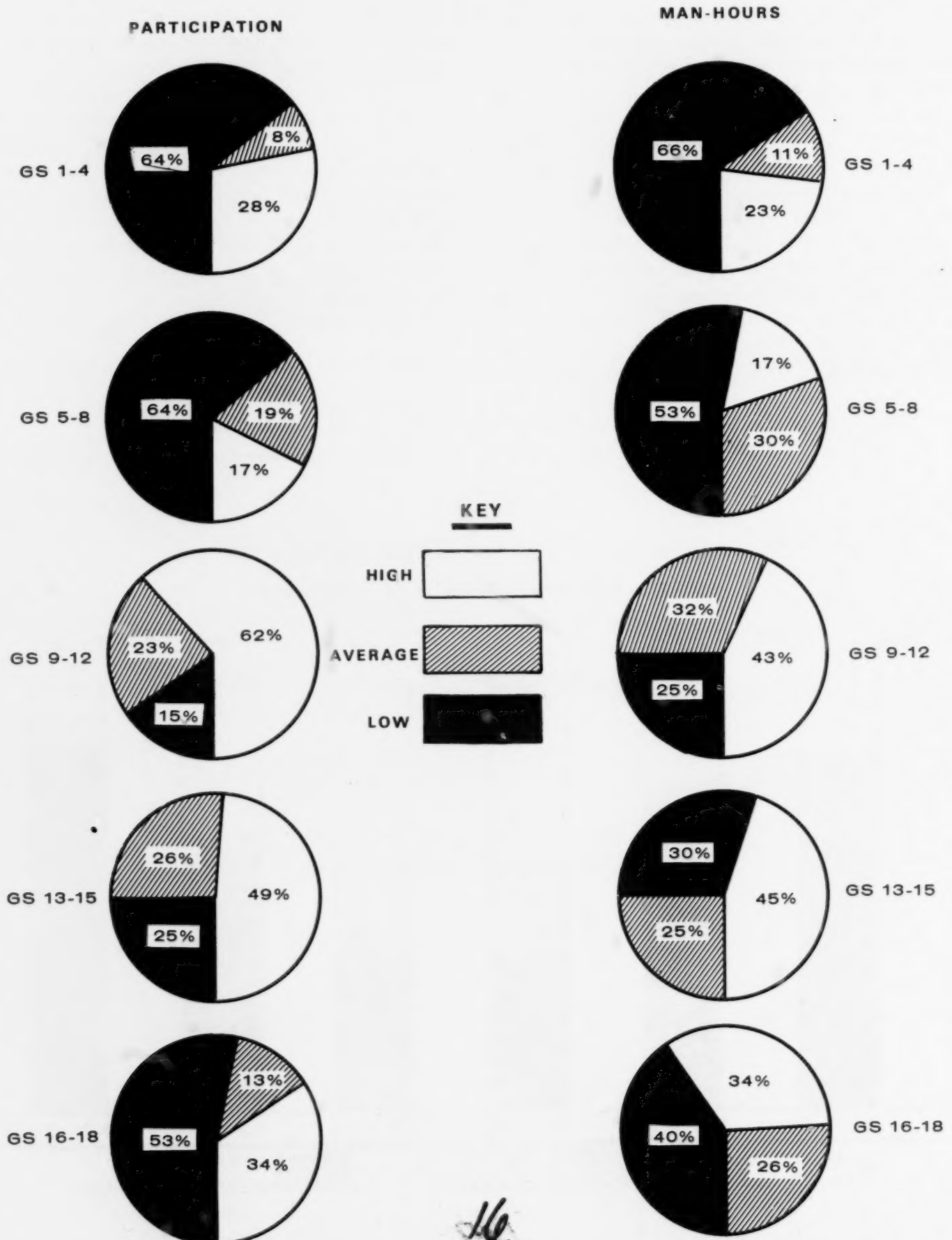


Figure 4

COMPARISON OF PARTICIPANTS TO TOTAL POPULATION AND
PARTICIPANT MAN-HOURS TO TOTAL MAN-HOURS
AMONG GRADE GROUPINGS WITHIN AGENCIES



participation to population ratios to make linear comparisons within a grade group. The distribution of participant ratios were divided into thirds, and the system of ranking was set as follows: 0 to 30%—below average; 31% to 45%—average; 46% or above—above average.

This analysis shows how much training was received by employees in the various grade groupings Government-wide.

The third analysis placed each of the five GS grade groups and the Wage System group populations within an agency in numerical sequence. An arbitrary ranking of grade group populations was made; and in effect, divided the grade groups into three equal parts or thirds. Like the first analysis, the thirds were translated into below average, average, and above average. The third analysis compares grade group populations with their percentage of participation.

This analysis shows how large or small each grade grouping population was in comparison to other grade groupings. These grade group populations can be compared with the number of instances of training and man-hours of training.

Lower-Level Employees

The amount of training given to employees in the same grade groups differed widely among agencies for FY 70. After making the three analyses mentioned above, it showed conclusively that lower-level employees (GS 1-8 and Wage System) received proportionately less formal classroom training than did other level employees.

The first analysis showed that the ratio of participants to population for 34 out of the 53 (or 64 percent) of agencies ranked below average for GS grades 1-8. This analysis also showed that 91 percent of the agencies wage system employees when compared to GS grade groupings ranked in the lower one third when participant ratios and participant man-hours ratios were made. For GS 1-4 employees, 66 percent of the agencies participant man-hour ratios were below average when compared with other grade groupings. The results of the 2d and 3d analyses corroborate the findings of the first analysis.

Among employees in GS grades 1-4, four agencies had very low training participation ratios and three agencies had extremely high ratios. Nine agencies had ratios below 15 percent among their Wage Board employees, while Treasury and Justice had ratios above 70 percent.

A detailed discussion of lower-level employees is located on page 15 of this section.

Middle-Level Employees

Employees in GS grades 9-12 were trained in greater numbers relative to their population and spend more hours in the formal classroom relative to the total available man-hours than any other grade group. The largest General Schedule population is found in the 9-12 grade group. One reason this GS grade group receives more training is the current emphasis on developing and enhancing skills of young professionals—most of whom are in the 9-12 grade group. Another is that college graduates appointed through the Management Intern and Federal Service Entrance Examination undergo a period of training, both on-the-job and in-the-classroom, in preparation for their ultimate job assignments.

For grades 9-12, 84 percent of the agencies participation ratios were ranked from average to above average in relation to the number of employees in these grades. Sixty-two percent of these agencies were ranked in the above average category for participation. However, only 43 percent of these agencies were ranked above average for participant man-hours. This analysis shows these employees participate in more training than other groups, but the courses they attend require less formal classroom time.

For GS grades 13-15, 75 percent of the agencies participant ratios were ranked average to above average. Also, 70 percent of the agencies participant man-hours ratios for grades 13-15 were ranked average to above average when compared with the other grade groupings within their own agency.

The second analysis also showed that for GS grades 9-15 two-thirds of the agencies participation in relation to their population were ranked from average to above average. For employees in GS grades 9-12, only two agencies had participant ratios below 40 percent, while 13 agencies had participant ratios above 70 percent.

The third analysis shows that for GS grades 9-15, 9 out of 10 agencies were ranked as receiving equal or more training when compared with other grade groups.

Executive-Level Employees

At the executive level (GS 16-18), 53 percent of the agencies analyzed were ranked below average for participation in relation to the number of employees within these grades. However, summary data for GS grades 16-18 shows an 11 percent increase in participation as compared with a 1 percent decrease of population between fiscal

years 1969 and 1970. It appears that Federal executives are now participating in training experiences to a greater degree, but are still receiving proportionately less training than other professionals. Summary data shows that 658 or 26 percent of the total Federal executive instances of participation were received at the Federal Executive Institute, and accounted for 89.5 percent of their total participant man-hours. (The average supergrade spent approximately 199 hours or 5 working weeks at the Federal Executive Institute.) For each of the other, 1830 reported instances of participation, Federal executives on the average spent just slightly more than 8 hours in formal classroom training.

The second analysis shows that executive level employees received less training than middle-level employees, but received more than lower-grade employees. Among the executive-level employees, eight agencies had participant ratios below 30 percent, while four agencies had participant ratios above 70 percent.

The third analysis shows that 17 agencies have below average populations at the executive level, but ranked above average for participation. It should be noted that these 17 agencies only represent 20 percent of the total executive population.

The Federal executive has received more training in fiscal year 1970 than in previous years. Training for middle-level employees has increased considerably over the last three years. These trends are likely to continue, as more agen-

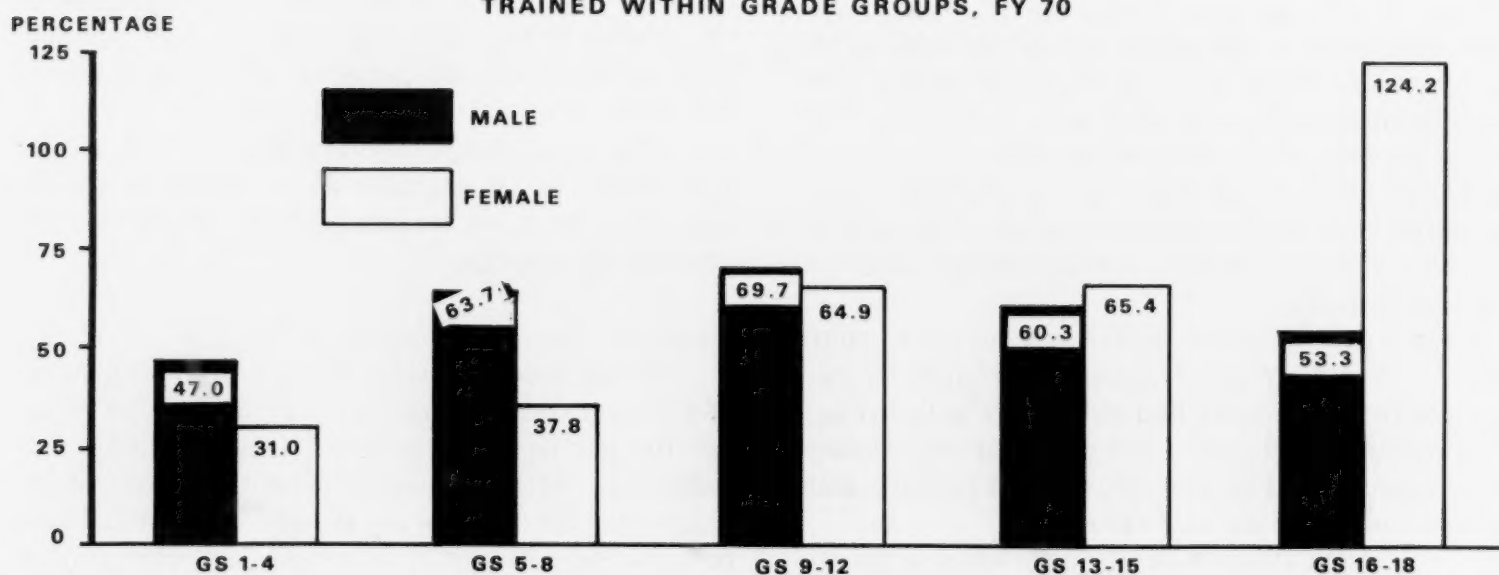
cies implement programs of supervisory training, as scientists at mid-level continue to require training for updating, and as the increasing complexity of Federal programs demands more specialization on the part of managers and their specialized staff. Law enforcement training and training in labor management relations will also affect the middle GS levels more than other employment groups. This trend may be modified, however, if scientific and professional training declines again this year as it did during fiscal 1970 and if supervisory training levels off.

While middle-level employees and executives have received appreciably more training over the past four years, lower-level GS employees and Wage System employees received appreciably less. This fact is somewhat disturbing in light of the current emphasis on establishing upgrading programs for lower-level employees. Given the training growth of 1 to 4 percent for all employees, it is unlikely that past trends for mid-level scientists, professionals, and supervisors can continue at the same rate while at the same time large-scale upgrading programs are instituted—unless agencies are willing to expand the quantity and variety of training resources.

Women

Summary data reflects a 7.4 percent increase in training participation for women between fiscal years 1969 and 1970, while the male employees received 2 percent less training. Thirty-five percent of the female population received training in

Figure 5
COMPARISON OF GS MALE AND FEMALE POPULATIONS
TRAINED WITHIN GRADE GROUPS, FY 70



fiscal 1970 as compared to 32 percent in fiscal 1969, while the number of males trained de-

creased from 41 percent to 39 percent of their population over the same period of time.

Table 7

PARTICIPATION BY SEX AND FISCAL YEAR

	<u>FY 67</u>	<u>FY 68</u>	<u>FY 69</u>	<u>FY 70</u>	<u>% Change FY 69 to FY 70</u>	<u>% Change FY 67 to FY 70</u>
TOTAL	1,008,780	1,034,793	1,076,169	1,077,653	+ .1%	+ 6.8%
Male	794,515	793,026	828,121	811,130	-2.1%	+ 2.1%
Female	214,265	241,767	248,048	266,523	+7.4%	+24.4%

In the past three years, Federal managers appear to have made a conscious effort to train their female employees. Between fiscal years 1967 and 1970, the training of Federal female employees has increased by 52,250 instances of participation (or 24.4 percent), while the training of male employees increased by only 16,515 instances of participation (or 2 percent) over the same time span.

In the discussion of Training by Type on page 9, it was noted that women in the professional, scientific, engineering, legal and medical professions received proportionately more training than did their male counterparts.

The training of Federal female executives (GS 16-18) increased over 300 percent between fiscal years 1969 and 1970, while their population declined 8 percent. There were 82 reported instances of participation for the 66 Federal female executives on the payroll. Over one-half of this activity occurred in the Department of Health, Education and Welfare, which reported 43 instances of training for their 13 female executives.

Sixty-five percent of the female population in grades 13-15 received training in fiscal 1970. Participation for grades GS 13-15 increased about 28 percent, a net increase of 811 instances; while the population grew 14 percent or a net increase of 717 employees.

Women employed at grades GS 5-8 accounted for 42 percent of the total GS female participation and 57 percent of the total GS 5-8 workforce. Summary data shows an 11 percent or a net increase of 7,220 instances of training compared to a 7 percent or a net increase of 14,758 employees within these grades between fiscal years 1969 and 1970.

Although, the Federal service has made solid gains in training its female employees in grades 5 through 18, there are two noticeable exceptions.

The first exception was noted in grades GS

1-4. The females within these grades received 5 percent less training than in fiscal 1969. However, it should be noted that their workforce decreased by 20,000 employees or 7.4 percent during fiscal year 1970. During fiscal year 1970, agencies reported that 40 percent of the total GS female participation and 37 percent of the total GS female participant man-hours occurred in grades GS 1-4. Women were trained proportionately less in grades GS 1-4 than were men, and both men and women in these grades received significantly less training than did employees in the other GS grade levels. An agency by agency review of summary data shows that 24 agencies trained less GS 1-4 female employees in FY 70 than in fiscal 1969. However, D.C. Government, Civil Service Commission, Department of State and Equal Employment Opportunity Commission reported sizable training increases for their low-level female employees between fiscal years 1969 and 1970.

The second exception was noted in non-Government (long-term) training. Only 5 percent of the 1,665 Federal employees participating in training of more than 120 days were women. Fifty-four of the 90 women were employed in GS grades 9-12. Sixty-seven percent of the women trained were employed in the Medical and Hospital Series (GS-600) and Social Science and Psychology Series (GS-100).

Lower-Grade Levels

Employees at GS grades 1-4 accounted for 25.0 percent of the total General Schedule workforce, 16.4 percent of the GS participation, and 12.3 percent of the total participant man-hours. The number of GS 1-4 participants decreased by 4,634 or 4 percent while their workforce decreased by 28,339 or 8 percent between fiscal years 1969 and 1970. The participant man-hours decreased by 18.5 percent over the same period, a

net decrease of nearly 1 million participant man-hours.

For GS grades 1-4, over one-half of the reporting agencies had large populations, but their percentage of participation was ranked below average. This analysis also shows that 81 percent of the total GS 1-4 population was employed by those 47 reporting agencies. Only 6 agencies had training participation ratios which ranked above average for these grades, but these 6 agencies represent less than 1 percent of the total GS 1-4 population.

For GS grades 1-4 and 5-8, thirty-four out of 53 agencies were ranked in the lower one-third for training in the formal classroom in relation to their population within their agency. Sixty-six percent of the agencies participant man-hours for GS 1-4 employees were ranked in the lower one-third relative to their total available man-hours among grade groups within their agency.

Thirty-six agencies have average to above average GS 5-8 population, while their participation was ranked below average. These 36 agencies represent 34 percent of the total GS 5-8 workforce.

Wage systems employees accounted for 13 percent of the total number trained in fiscal 1970 and 26 percent of the total Federal population.

Ninety-one percent of the agencies reported that Wage Systems employees were ranked in the lower one-third both in participation and participant man-hours when compared with the GS grade groupings. This is consistent with the summary data which shows a 13 percent or 21,416 decrease in instances of participation, while their population increased 12,519 employees or nearly 2 percent during fiscal 1970.

It was found that training participation for the Wage System employees of 14 agencies was ranked below average, while their population was ranked average to above. These 14 agencies represent 95 percent of the total Wage System population.

FY 1970 summary data unequivocally shows that with the exception of Postal Field Service, lower-grade employees received less training and spent fewer hours in the classroom proportional to their population and total man-hours than did any other grade grouping of Federal employees. The trend of decreasing instances of participation in the lower grades should be reversed in fiscal year 1971, when such special emphasis programs as "Upward Mobility" and "Public Service Careers" are implemented.

Table 8

PARTICIPATION AND PARTICIPANT MAN-HOURS BY PAY SYSTEMS

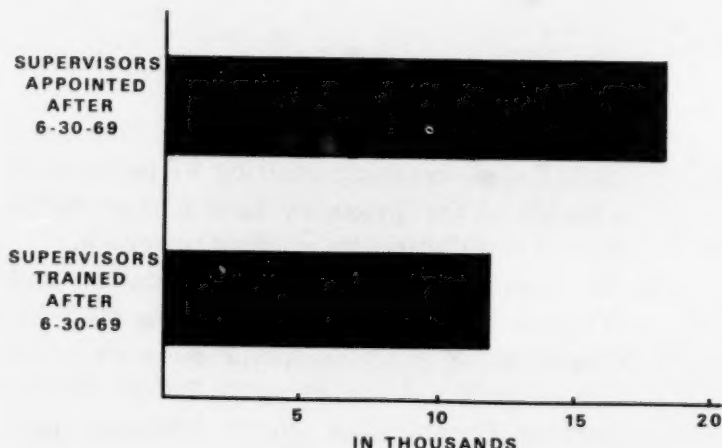
Pay System	Participants	% of Total Participants	Man-Hours	% of Total Participant Man-Hours
Total	1,077, 658	100.0	50,286,023	100.0
GS 01-04	113,487	10.5	4,045,022	8.0
GS 5-8	175,495	16.3	9,417,357	18.7
GS 9-12	304,063	28.2	14,754,608	29.3
GS 13-15	95,782	9.0	4,612,996	9.3
GS 16-18	2,488	.2	146,011	.3
Total	691,315	64.2	32,975,394	65.6
WS Supervisory	32,940	3.1	876,252	1.7
WS Non-Supervisory	106,370	9.9	7,209,652	14.3
Total	139,310	13.0	8,085,902	16.0
Postal	168,540	15.6	3,202,429	6.4
Other	78,480	7.2	6,022,298	12.0

First-Level Supervisors

The position of first-level supervisor has many unique characteristics. The person occupying this position is literally the middleman, with responsibilities to his employees as well as to management. He needs a well founded knowledge of his occupation and an equally solid understanding of the structure and operation of the organization. He must have administrative skill, analytic and conceptual ability, skill in human relations, leadership ability, capacity to get the job done and technical know-how. It is rare that a first-level supervisor enters into his position with the knowledges and skills necessary to cope with its many requirements. Therefore, the Commission requires that suitable initial training be provided all newly selected first-level supervisors either before they assume their new duties or as soon after as possible. As a general rule the required training for each new first-level supervisor should be no less than 80 hours of formal instruction or its equivalent (when formal instruction is not possible) within his first two years. However, each new supervisor is required to have at least 40 hours of training either before or within six months after entry on duty as a supervisor.) These requirements are in effect for all new supervisors appointed after June 30, 1969.

Figure 6

FIRST-LEVEL SUPERVISORY TRAINING, FY 70



Forty-seven agencies reported that 11,827 (or 65 percent) of the 18,125 new supervisors received at least 40 hours of supervisory training during fiscal year 1970. Six agencies reported having trained all their new supervisors and four reported no training during fiscal year 1970.

The training requirements were met through agency designed and conducted courses, inter-agency programs and non-Government facilities.

The largest number of agency employees (9,000) were reported trained in four interagency courses conducted nationwide by the Civil Service Commission. These four courses are: Introduction to Supervision; Supervision and Group Performance; Basic Management Techniques I and Basic Management Techniques II.

In addition to training newly appointed supervisors, 43 agencies reported training 110,687 or (72 percent) of their first-level supervisors appointed before June 30, 1969.

The response by agencies in meeting the needs of their new supervisors through the requirements of the Commission has been commendable during the past year.

D. Cost of Training by Source

This year's report moves one step closer to answering the frequently asked question, "How much did training cost?" Agencies for the first time were requested to report internal training costs and expenditure data on books and materials, contractors, and other related costs, in addition to reporting tuition and related fees, per diem, travel, and the salary costs of both full and part-time training personnel.

Summary data shows that over \$187 million were expended for training in fiscal year 1970. Of this total, 46 percent was expended for non-salary items and 54 percent was expended for salaries. Non-salary costs included such items as tuition and fees, per diem, books and materials, contractors, rental space, aids and equipment and other related costs. Salary cost included both full-time and part-time training staff salaries.

Non-Salary Costs

The total non-salary expenditures for internal, interagency and non-Government training for fiscal 1970 were nearly \$87 million. The largest non-salary expenditure was for internal training—\$44.5 million or 51 percent of the total. (This figure does not include \$42.1 million in salaries earned by both full-time and part-time instructors, which is considered a part of the total internal training costs.)

During fiscal year 1970, expenditures for interagency and non-Government training increased nearly 19 percent. Interagency training costs increased by \$1,893,313 or 24 percent while participation in this source increased by 9,578 instances or nearly 14 percent. The cost of non-Government (short-term) training increased by \$4.6 million (or 20 percent) while participation in this source

of training increased only 2 percent (or 3,079 instances). Non-Government (long-term) training costs edged forward by 3 percent (or \$122,932), while participation declined by 10 percent (or 190 instances). The cost increases shown for non-Government training was a result of additional reporting requirements. If these additional costs were subtracted from the total, non-Government training costs declined nearly 4.0 percent (or \$1.1 million) between fiscal years 1969 and 1970.

The non-salary expenditures and average participant costs for training by type during fiscal 1970 were:

- *Internal:* \$44.5 million was expended on

the training of 828,289 participants; or an average participant cost of \$54;

- *Interagency:* 79,944 participants were trained at a cost of \$9.8 million for an average cost of \$124 per instant of training;
- *Non-Government (short-term):* 165,755 participants received training at a cost of \$28.5 million for an average cost of \$170 per instant of training; and
- *Non-Government (long-term):* 1,665 participants were trained at a cost of \$3.9 million, or an average cost of \$2,363 per instant of participation.

Table 9

NON-SALARY EXPENDITURES FOR TRAINING

BY TYPE, FY 1970

TYPE OF EXPENSE	TOTAL	INTERNAL*	INTERAGENCY	NON-GOVERNMENT	
				120 Days or less	In Excess of 120 Days
Totals	\$86,888,235	\$44,526,949	\$9,883,994	\$28,543,757	\$3,933,535
Tuition and Related Fees	23,260,631	NONE	5,830,226	15,299,264	2,131,141
Travel	16,483,399	11,431,765	1,452,688	3,052,109	546,837
Per Diem	30,980,891	22,960,604	2,455,209	4,564,929	1,000,149
Other Related Costs	16,163,314	10,134,580	145,871	5,627,455	255,408

*Internal training costs reported for first time.

During fiscal year 1969, the average participant cost for internal training was not known. The average cost per instant of participation for FY 1969 was: interagency—\$113; non-Government (short-term)—\$146; and non-Government (long-term)—\$2,054.

Salary Costs

The total training personnel expenditure (including full-time and part-time personnel) increased nearly 28 percent between fiscal years 1969 and 1970; a net increase of \$27 million. Nearly 90 percent of the training personnel increases for fiscal year 1970 were reported by three agencies. If these disproportionate increases are excluded, the increases in the percentages of full-time training personnel was, like the number of participants and Federal population increases, only 1 percent.

The three agencies were:

- the Department of Transportation whose training staff increased 43 percent as a re-

sult of Federal Aviation Agency completing its staffing program.

- the Treasury Department which increased its full-time training staff by 97 percent as a result of the Treasury Law Enforcement School completing its staffing program.
- the Department of Health, Education and Welfare which showed a training staff increase of 38 percent—principally as a result of their not reporting 81 Public Health Service Commission corps training personnel in fiscal 1969.

The reported \$22 million increase in full-time training staff salaries between FY 69 and FY 70 was affected by:

- The hiring of an additional 788 training personnel with an accompanying salary increase of \$9.7 million;
- Public Law 90-206, Federal Salary Act of 1967, which increased each individual training staff member's annual salary on

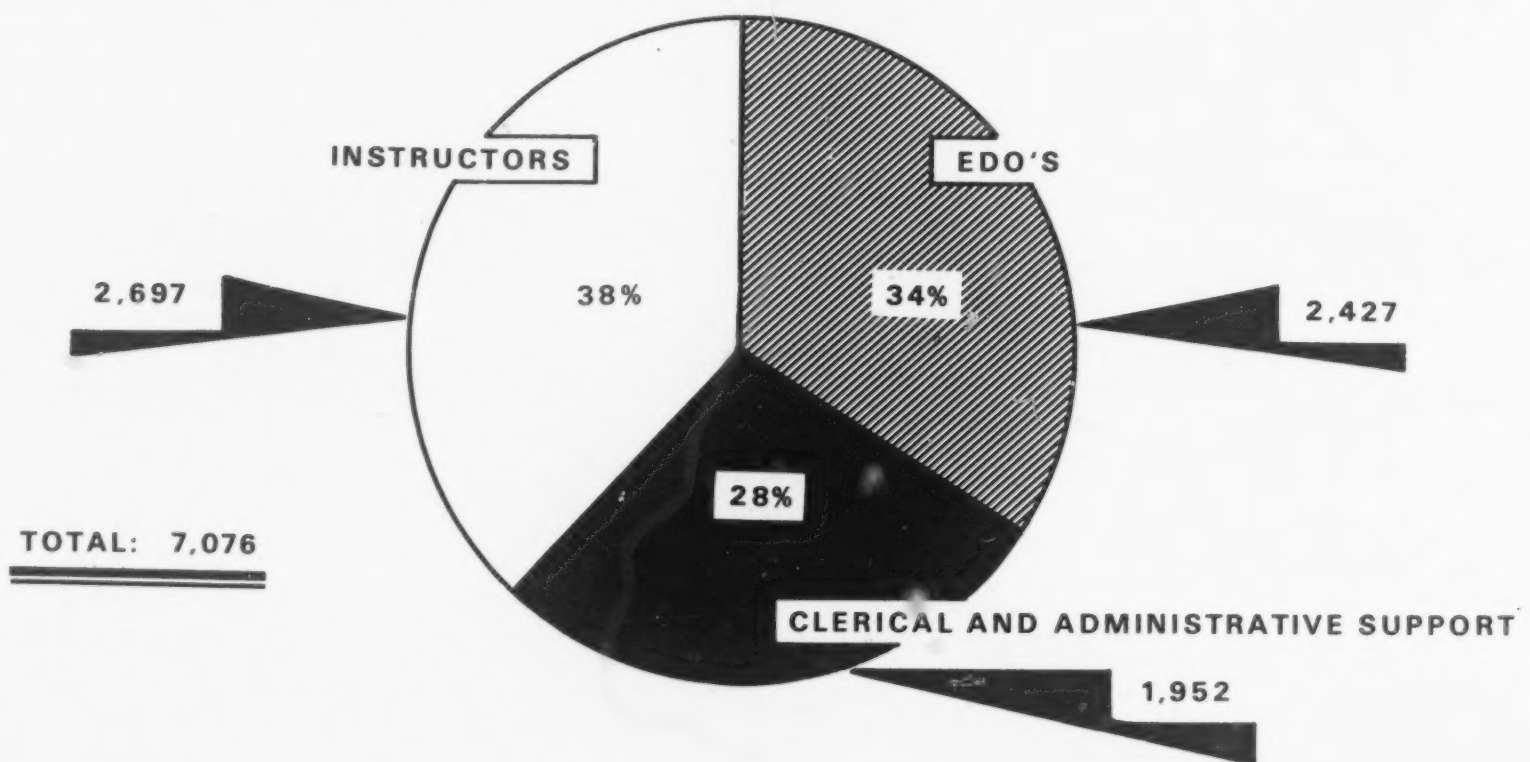
an average of nearly \$1,750; a net increase of 12.4 million.

To ascertain training staff investment during fiscal year 1970, the Commission asked agencies to

report the number of full-time training personnel by grade, position, and annual salary. The number of part-time training personnel was reported only by position, estimated man-years and salary.

Figure 7

DISTRIBUTION OF FULL-TIME TRAINING PERSONNEL FY 70



Fifty-two agencies reported expending over \$100 million in salaries on employee training personnel who devoted 8,516 man-years to the training of Federal employees.

- 2,473 Employee Development Officers earned \$34,777,078 in salaries.
- 3,421 instructors received \$42,135,079 in salaries.
- 2,611 administrative and clerical support personnel received \$23,678,730.

In fiscal year 1970, 7,076 full-time training personnel received \$87.2 million in salaries. Full-time training staffs have grown 41 percent (or 2,047) between fiscal years 1967 and 1970 as compared with a 10 percent increase of Federal employment. The ratio of full-time clerical support personnel to full-time professional (EDO and Instructor) training personnel has shifted from 1:3.5 in FY 67 to 1:2.6 in FY 70.

Part-Time Training Personnel

Part-time training personnel are defined as those employees who spend at least 25 percent of

their time but less than full-time in activities related to training.

Forty agencies reported part-time training personnel worked an estimated 1,440 man-years and received \$13,336,288 in salaries. The part-time staff represents nearly 15 percent of the total training staff and 13 percent of the total training expenditures for fiscal year 1970. After remaining constant for fiscal years 1968 and 1969, the number of part-time training staff man-years increased by 434 or 30 percent during fiscal year 1970. These increases may be the result of improved methods of collecting and reporting data by the agencies.

III. ACCOMPLISHMENTS THROUGH TRAINING

The training courses and programs of Federal Agencies involve many employees and instances of training. The various methods and techniques used to satisfy the employee training needs often require imagination and ingenuity. The examples listed below have been selected for their representation of the multiple and various approaches that have accomplished and satisfied training needs during fiscal year 1970. The examples have been selected from agency reports to illustrate activities under the following categories:

- to improve the performance of current duties;
- to provide opportunities for employees to reach their full potential—as an investment for tomorrow;
- to keep abreast of the “state of the art” and maintain specialized proficiencies;
- to accommodate to changing equipment or mission assignments;
- to develop skills unavailable through existing recruitment sources.

What training was conducted to improve the performance of current duties?

Defense Contract Audit Agency

The Defense Contract Audit Agency placed major emphasis on more effective audit planning and performance at the operating level through use of Total Audit Concept Technique (TACT).

The headquarters office developed and presented formal instructions to several regional groups. Its use has benefited many field audit offices in their approach to overall accomplishment of audit requirements at major contractor locations. Increased efficiency and improved audit projects have already accrued to the Agency, and additional benefits are expected in the future.

Department of Health, Education and Welfare

Upward mobility training is receiving emphasis throughout the Department of Health, Education and Welfare. In many instances agencies are making plans for personal interviews with all non-professional employees to determine their needs and interests. Wherever possible, training will be implemented in order that these employees may improve their qualifications in their present jobs and/or prepare themselves for higher level positions in the Government. The program will center on the employees career development goals

and ambitions. Included in the program will be career development counseling with a specific goal of enabling each employee to develop an individually tailored training plan.

Department of the Air Force

The Department of Air Force conducted training at Offutt Air Force Base to improve the performance of supervisors. The supervisory course was conducted through local television resources. Through negotiations with the University of Nebraska at Omaha an arrangement was made to televise hour-long TV broadcasts, two days per week for 12 weeks. The interest and participation of the supervisors was outstanding.

Veterans Administration

Personnel at the Veterans Administration Hospital in Lexington, Kentucky learned a new technique in using planigrams. As a result of learning this technique, personnel can develop four pictures in place of only one on each sheet of film. Consequently, four times the normal use can now be made using the film with a corresponding savings in cost. The development of this technique has enabled physicians to have better quality films and to provide more accurate interpretations when examining for heart and artery catherizations.

Internal Revenue Service

In July, 1969, service centers of the Internal Revenue Service began using a systems approach to training. Basically this process involves isolating specific skills required by a particular job and the strict limitation of training to these required skills. More time is required for developing the necessary training materials, but the process makes possible substantial reductions in the number of hours required for conducting training. The gain resulting from using this process was 60 man-years in FY 70, a savings of approximately \$348,000.

Department of the Navy

A naval weapons center reported an advanced study program in public administration for administrative and personnel employees. Through such courses as personnel resources and financial resources administration, organization and management theory, and administrative systems analysis these employees are able to maintain proficiency in their individual fields and improve performance of their duties at the same time. One-half of the program was composed of scientific and engineering management personnel.

Instruction was provided by a blend of academic and naval weapons center employees, several of whom were scientists or engineers. The blend of instructors contributed significantly to the program. A significant collateral benefit to the Center was the interface between technical and administrative personnel in this type of classroom situation, particularly with the subject matter of the program courses.

What training was conducted to provide opportunities for employees to reach their full potential—as an investment for tomorrow?

Department of Commerce

During FY 1970 the Bureau of the Census provided training programs for nineteen interns and placed them in organizational areas where managerial staffing needs were deemed to be most crucial in the next few years. Each intern was assigned to a field office to gain experience in operations during the Decennial Census. Several interns are still working in this capacity in areas where the Bureau is attempting to achieve maximum coverage of ghetto areas. The remainder have been assigned to areas where their experience and potential can be of most benefit to the Bureau.

This training has been an investment by the Bureau in anticipation of further operations, nationally and locally, that require skills and experience in statistics and correlation of data for accurate determination of our national needs and priorities.

Department of Interior

In anticipation of the rapidly growing demand for personnel in state and local air pollution control agencies, the Institute for Air Pollution Training, Office of Manpower Development, developed a summer program for college students. The first phase of this program involves six weeks of classroom instruction in basic concepts of air pollution control. The second phase includes six weeks of on-the-job training and work experience with a state or local control agency. The first of these programs was conducted June to August 1970 in Houston, Texas, with 35 trainees in attendance. Evaluation of the initial program is now being done prior to initiating six similar training work programs in the Summer of 1971.

As part of the battle against pollution, a course in water pollution was completed by ten professional employees of the Bureau of Mines at

the Morgantown Energy Research Center, Morgantown, West Virginia. Research projects at the Center are vitally involved with problems of pollution resulting from mine drainage and the water used in mining processes. In an effort to meet future program and staffing needs, a considerable number of the Bureau's employees attended courses in subjects which would expand their ability to assume new roles in the work to be done. Such courses included "Gas Chromatography," "Atomic Absorption Spectroscopy," "Properties of Dusts," "Smokes and Mists," and "Industrial Noise and Engineering Control."

National Aeronautics and Space Administration

A number of Kennedy Space Center personnel attended several courses to prepare for future space programs. Examples of these courses reflect the planned programs: "Planetary Quarantine and Spacecraft Sterilization"; "Space Navigation and Star Identification"; and "Reusable Launch and Re-entry Vehicles."

Department of Treasury

The Internal Revenue Service has an Administrative Intern Program for preparing future managers in their careers with the Service. Two of the modifications introduced in this year's program have been (1) restructuring the initial orientation from a three-week lecture series to a one-week "simulation game" and (2) placing assembled classroom training on a daily basis for the first six months. The "simulation game" enables active participation in realistic exercises. The classroom training has been equally divided between the development of management techniques and communication skills.

A decision was made by the Director of the Mint to expand over-the-counter and mail order sales of commemorative medals and related numismatic items. To produce these items in quantity a large staff of employees with experience in the jewelry trade was required. Since the needed experience is usually acquired on a journeyman apprentice relationship in the private sector, the possibility of acquiring qualified medal makers from outside sources was considered remote. To overcome the shortage, a training program for medal makers was developed in cooperation with the Civil Service Commission. The training agreement provides for not only the acquisition of the mechanical techniques of the trade but also for the development of the artistic perception required to produce a fine product. The current program is expected to produce a staff sufficient to

provide for the expanded production and for the replacement of older workers leaving the service.

What training was conducted to keep employees abreast of the "state of the art" and to maintain specialized proficiencies?

Department of Agriculture

One-hundred eighteen employees of the Agriculture Research Service participated in a one-week Science and Education Conference. The purpose of the conference was to acquaint the employees with the opportunities available that are designed especially for their career development. For instance

—Frequent seminars are held at division laboratories at which experts in various research areas discuss the application of current developments in their particular field as it relates to the mission of the laboratories. This assists scientists in keeping informed of new techniques and technological advances.

—Seminars and workshops are conducted for personnel in radiological monitoring, computer science, photography, soil mechanics, tillage, routing, irrigation water management, and snow survey.

Department of Commerce

A scientist from the National Bureau of Standards spent ten weeks at the Joint Institute of Laboratory Physics in Boulder, Colorado to acquire training in solving coupled differential equations for application to scattering theory. The scientist was fortunate in being able to study with the outstanding authority in the field of close-coupling, Professor Philip K. Burke of Queens College at Belfast. He also spent time with other noted foreign experts in the field of scattering theory who were visiting the Laboratory en route to the VI International Conference on the Physics of Electronic and Atomic Collisions. This exchange of scientific information is of great value to the Bureau as well as establishing contacts for the Bureau with foreign scientists.

Department of the Air Force

Rapid advancement in application of the laser beam generated a priority request for training of a general engineer from the Deputy of Systems Engineering in Laser Fundamentals at the Aeronautical System Division, Air Force Systems Command. On the basis of his needs (as well as others in similar work) for engineering level orientation in lasers, a two-week on-base seminar

was developed and conducted. The employee was enrolled to keep him abreast of the technological advances in lasers and to maintain proficiency in his specialization. The employee is assigned to the Guided Bomb research program in which knowledge of laser beams is directly related to the analysis integration functions on the laser guided bomb. The knowledge gained will allow exploration potential for future system applications, a better understanding of laser designator pads for designating targets as well as development of laser guidance kits for such bombs.

Department of the Army

The national interest and emphasis on ecology in general and water pollution in particular prompted the Army Corps of Engineers to continue to keep pace with the latest trends and techniques in the field of water pollution. A biologist and a sanitary engineer from the Environmental Resources Section, New Orleans Engineering District completed a one-week course in Marine Pollution Ecology conducted by the Federal Water Pollution Control Agency in Orange, Texas. The course concentrated on the quality of estuarine waters and the effects of pollution on the inhabitants of the estuarine environment.

Department of State

As a result of several secretaries obtaining specialized training in the use of the complex Magnetic Tape Selectric Typewriter (MTST), the Department of State has been able to keep abreast of a technological advance in the secretarial field. As more of these machines are introduced, employees will have been trained in anticipation of the need for this talent. The use of the MTST will eventually save many secretarial hours spent in retyping long drafts, reports, briefing papers for the Secretary, Under-Secretary, and the White House.

Veterans Administration

The professional medical staff at the Veterans Administration Center, Fargo, North Dakota has been keeping current in their field through a program of video tape presentations. The program is sponsored weekly by the Veterans Administration and biweekly by a pharmaceutical house. The tapes supplement lectures which deal primarily with highly technical medical and nursing subjects that are undergoing rapid change and progress. In addition to providing the staff with this access to the latest advances in the field, outside community physicians are invited to attend, thus

establishing rapport with them and the community.

What training was given to accommodate to changing technology, equipment, or mission assignment?

Department of Commerce

The Maritime Administration's involvement in the basic ocean environment through ship design is increasing. A number of employees attended a symposium which presented information concerning man's living and working in the sea. Subjects addressed by the symposium included deep submergence vessels, support facilities and accompanying engineering problems.

Department of the Interior

In 1970 two important new assignments were given to the Bureau of Mines through legislative action. The first was included in the Coal Mine Safety Act of 1969 which increased the number of inspection responsibilities. Two direct results of the legislation were, (1) Bureau-wide orientation courses for 379 inspectors to acquaint them with the new codes and coverage under the Public Law on coal mines, and (2) a special training program to give refresher training to qualified metal and non-metal mine inspectors. This training was completed for 22 inspectors at the University of West Virginia, Morgantown, West Virginia. This training was supplemented by on-the-job and special subject courses at Coal Mine Health and Safety District Offices located in the United States. Other groups will receive training in the forthcoming year.

Department of Justice

As a result of Operation Intercept, the Department of Justice implemented inspection procedures requiring training of Immigration and Naturalization Service inspection forces at ports of entry. This was accomplished by holding seminars at each port of entry where the procedures were reviewed before they were implemented. The program was designed to train customs personnel to intercept narcotics, to prevent surreptitious entry into the U.S., and to deter criminal elements involved in any similar type of activity.

Federal Trade Commission

During FY 1970 a new functional position was created in the Federal Trade Commission, Consumer Protection Specialist. A total of 117 of these specialists were needed by November 1970. To insure the proper preparation of these employ-

ees a three stage training program was projected following their occupation of the new position. The program consisted of:

(1) An initial 2½ week "On-the-Job" orientation-training program (conducted in the field office);

(2) A six-day orientation-training session at headquarters; and

(3) Return to respective field offices for continuing on-the-job training by their immediate supervisors.

This early orientation-training has resulted in an observed rapid identification with the present mission of the agency. The training has also provided the specialists with a clearer awareness of the employee's own expected participation in the ultimate achievement of the agency's goals.

Department of Treasury

During fiscal 1970 the Secret Service received a new mission. The White House Police force was renamed the Executive Protective Service, and was authorized to protect foreign embassies in addition to the White House complex. More than double the number of White House policemen were authorized to perform this function. In order to meet this need as rapidly as possible, it was necessary to conduct an intensive recruiting program. Because the persons hired had little, if any, prior police experience, it was necessary to conduct training in basic police skills as well as the specialized knowledge necessary for duty with the Executive Protective Service.

What training was conducted to develop skills unavailable through existing recruitment sources?

Department of the Air Force

The Air Force is committed to the implementation of Advanced Logistics Systems utilizing third generation B-3500 computers. During FY 69 and FY 70, a requirement existed for large numbers of computer systems analysts at the Headquarters of the Air Force Logistics Command. A one-year specialized experience requirement prevented the recruitment of fully qualified personnel. Through agreement with the United States Civil Service Commission an approved training program was designed to train and qualify employees already available who met the general experience requirement but lacked the one-year specialized experience. The training program has met the need, resulting in the filling of over 200 systems analyst positions at Wright-Patterson Air Force Base, Ohio.

Department of the Interior

The Bureau of Land Management's Land and Minerals Resource Management Training Program at Phoenix, Arizona, was established to provide skills required at Realty Specialists but not offered in any school or university. Classifying public land for a great many uses and purposes under the authority of a myriad of land laws and regulations is difficult work. It requires the ability to interpret land laws, regulations, legal decisions, and other written documents, exceptional writing skill, the ability to analyze complex land use and ownership situations, investigative persistence and the willingness to make independent conclusions concerning the proper use for public lands. The requisite background training for implementing these skills is taught only at the Phoenix Lands and Minerals Resource Training School.

During FY 70 the Bureau also made efforts to make other unique skills accessible to areas where they were in demand but unavailable. For instance, to avoid expensive repair as well as the

time consumption involved when such expertise is not available, training courses were held in pump repair and helicopter bucket maintenance and operation. A Special Survival Training Course was held last winter for 13 employees who found that man can exist in subzero weather if he knows what to do. This training is especially helpful when traveling in Alaska where there is always the grim possibility that travelers will find themselves in situations involving either a vehicle breakdown or the forced landing of a plane.

Department of Justice

Patrol Inspector Agents of the Justice Department enter duty at designated sectors and are soon thereafter detailed to the Border Patrol Academy. Coming from all walks of life these trainees are completely lacking in the specific knowledge and skills required by the job. The Academy course provides sufficient training to enable the new officer to take his place in the field and properly perform his duties.

IV. ACTIVITIES OF THE CIVIL SERVICE COMMISSION

The Bureau of Training of the Civil Service Commission directs the planning, coordination and assessment of a Government-wide training program designed to develop and retain a skilled and efficient workforce. This involves such functions as:

- providing consultation and guidance to Federal agencies on matters relating to all aspects of Federal employee training;
- coordinating Government and non-Government training resources for Federal employees;
- providing assessments of current Federal training programs and policies;
- providing guidance and leadership in the development, selection, evaluation and utilization of modern instructional methods and training techniques;
- obtaining, maintaining and disseminating information about Federal training needs, activities and results; and
- developing training courses responsive to Federal employee needs that are best met on an interagency basis through a system of residential and non-residential training centers.

To illustrate the performance of these functions, this section contains some selected examples of the activities that occurred during fiscal year 1970.

A. Publications

In coordinating Government and non-Government training resources for Federal employees, the Commission prepares the following resource publications: *Interagency Training Programs Catalogs* which are designed to provide agencies information on available training courses in the Washington, D.C. metropolitan area and in each of the Commissions 10 regions; *Agency Training Centers for Federal Employees*, a compilation of separate facilities established by agencies to conduct special agency oriented training primarily for their own employees. Other agencies may participate in these programs on a space available basis; *Off-Campus Study Centers*, which lists facilities that have been established through cooperative arrangements between academic institutions and Federal agencies to sponsor continuing educational opportunities for Government employees.

In fiscal year 1970 all of these publications

were issued for the first time as planning documents rather than as year-end informational documents. They were distributed to agencies during the period when employees' training needs were being reviewed as well as the training resources required to meet the needs. Prior to 1970 only the Interagency Training Programs Bulletins were received by agencies during the training-planning cycle.

To assist agencies in the development and utilization of instructional methods and techniques, a series of technical publications were prepared. The first three of the series prepared in fiscal year 1970 are: *Instructional Systems and Technology: An Introduction to the Field and Its Uses in Federal Training*, which deals with the instructional systems approach to training and various aspects of training technology; *An Application of a Systems Approach to Training*, a case study which explains the steps followed in developing one particular curriculum, the problems encountered, and their solution. It provides a general guide for others who wish to use this approach; *Programmed Instruction: A Brief of Its Development and Current Status*, which is a concise, non-technical synthesis of the major developments in programmed instruction. It gives guidelines to trainers for the selection and use of programmed materials.

The developmental effort, *Training Management System*, which was started at the end of fiscal year 1970, is an example of the Commission's endeavors to assist agencies to improve the planning, operating and evaluation of the entire training process. The foundation of the system is based on management procedures and analytic tools which will identify the resource implications of both ongoing and projected training programs at all organizational levels of a department or agency. Efforts include development and test of a cost model for training which is comprised of worksheets and standard cost tables. This model will permit rapid calculation of the costs of existing and projected training activities. Also under development is a value analysis model designed to provide the dollar value or benefit of training programs. When the value model is used in conjunction with the cost model, it will be possible to estimate the cost benefit relationship of a given level of resource input to the output or product of the training program. The system will be tested in several agencies during fiscal year 1971 and made available for agency use in early fiscal year 1972.

B. Training Centers

One of the functions of the Commission is to develop and administer an interagency training curriculum directed toward enhancing agency capability to accomplish current and future missions with economy and efficiency. This function is supported by a number of training centers located in the Commission's Regional and Central Offices in addition to one at Kings Point, New York, Berkeley, California and Charlottesville, Virginia. These centers develop and administer an interagency curriculum directed toward meeting the training needs of agencies with economy and efficiency. The regional centers support the employee needs of field offices and the central office centers meet the needs of the Washington, D.C. metropolitan area agency employees.

Continuing an upward trend, interagency courses given by the Civil Service Commission in 1970 totaled 61,730, an increase of 14 percent from fiscal year 1969.

In addition to the continuing courses conducted by the centers some very significant developments occurred during fiscal year 1970. For example, in support of the "Public Service Careers" and "Upward Mobility" programs the Department of Labor allocated funds to the Commission's training centers. *Automatic Data Processing Management Center* has purchased with its share a computer to provide "hands on" training for worker-trainees to help them qualify for positions as tape librarians, schedulers, technical assistant/computer operators, etc. The program plans will be implemented in fiscal year 1971.

Under the Public Service Careers grant a series of Basic Communications Skills courses were developed during fiscal year 1970 by the *Communications and Office Skills Center*. Each course is specifically designed to provide basic "how-to" skills to the disadvantaged and underutilized Government employee. "Basic Shorthand" and "Basic Typing" are designed to prepare the employee to meet minimum job qualification standards in shorthand and typing. "Basic Communication Skills" emphasizes grammar, reading, writing, listening and observing. To raise the low-skilled employee's reading ability from one to three levels is one of the objectives of "Reading Improvement," and the course, "Office Practices," uses a simulated office classroom to provide training experiences which will assist the clerical employee to perform more effectively.

The General Management Training Center

not only develops and conducts training courses for Government employees, it also prepares courses for internal use of Federal, State and local governments. For example, "Introduction to Supervision" and "Supervision of Low-Skilled Employees" are two courses developed in fiscal year 1970 and made available for training of State and local government employees. The latter course is—Public Service Careers effort.

To assist agencies in meeting the post entry educational needs of attorneys, the center developed a "Management Institute for Attorneys," a course that focuses primarily on knowledges and skills important in achieving efficient and effective management in Government offices engaged in legal work.

In response to the Administration's aim to place responsibility for program operations at the level closest to the people, the center prepared a course titled "Federalism and Decentralization." The course is designed for executive level employees, and has as its goals: to provide an explanation of the President's decentralization program; to analyze some of its problems and suggest solutions; and to share agency experience of decentralization.

In support of administrative policy, the *Personnel Management Center* concentrated on three priority training areas during fiscal year 1970. Training of Federal managers to assist them in achieving and maintaining equal opportunity in the employment, promotion, and training of Federal employees received major emphasis. Two courses, "Training Trainers of Lower Level Employees" and "Counseling Lower Level Employees" were designed in support of the Public Service Careers Program to provide the continuing on-site counseling, training and career development necessary to assist disadvantaged employees in progressing upward through the organization.

In the implementation of the President's Executive Order 11491, "Labor Management Relation in the Federal Service" several new courses were developed and conducted. The training was designed to equip Federal executives, managers, and supervisors to work under a negotiated agreement to prepare personnel and labor relations specialists to advise management on the negotiation and implementation of agreements.

Another activity, the "Symposium of Young Personnel Professionals", brought together 60 personnel professionals in ages 23 to 33 with 2 to 6 years of personnel experience from 31 different Federal agencies from around the country for a

week of discussion, reflection and action on Federal personnel management.

Successful administration of grant-in-aid programs requires a cooperative and understanding relationship between Federal, State and local governments. In cooperation with the Brookings Institution the *Management Sciences Training Center* established and conducted the "Intergovernmental Affairs Fellowship Program" to help meet that requirement. This three-part program was designed to provide Federal officials who administer grant-in-aid programs in their agencies with first-hand knowledge of the problems of State and local officials who are concerned with grants-in-aid.

Phase one of the program provided academic instruction as well as orientation meetings with State and local representatives to structure and plan phase two. During the second stage Federal officials worked for nine weeks on-site in state and local government agencies which were recipients of Federal grants. Debriefing and distilling learned principles completed the program.

To provide basic information about government financial procedures another new course

"Governmental Bookkeeping and Accounting" was developed for lower grade level employees.

The Commission also provides executive development opportunities through two Executive Seminar Centers and the Federal Executive Institute.

The *Executive Seminar Centers* (at Berkeley, California and Kings Point, New York) provide residential seminars designed to broaden the conceptual understanding and enhance the administrative abilities of mid-level executives from all Federal agencies. During fiscal year 1970, 642 individuals attended programs at the Berkeley Center and 619 were in attendance at the Kings Point Center.

The *Federal Executive Institute*, often called a "University in Public Service" was established by the Commission at Charlottesville, Virginia in 1968. Its objectives are: to heighten responsiveness to national needs and goals; to improve knowledge of the managerial processes and to increase appreciation of the total governmental system. During fiscal year 1970, 658 career administrators from GS-16 to GS-18 (or equivalent) attended sessions at the institute.

V. STATISTICAL REVIEW OF TRAINING

INTRODUCTION

The statistical data contained in this section of the report was submitted to the Commission by agencies through the Annual Report of Training. The data is displayed in tabular form listing each agency's involvement. The tables are divided into four areas: participation, man-hours, expenditures and personnel engaged in training. The first table for each area (except personnel engaged in training) summarizes the total training activity

that occurred in all agencies during fiscal year 1970. The tables that follow reflect various aspects of this data broken down by agency. The tables show participation by pay system, man-hours of training, types and sources of training, first-level supervisory training, and personnel engaged in training. Also included is a summary of training expenditures and training expenditures compared to agency population and participation.

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AGENCY ABBREVIATIONS

AGENCY	ABBREVIATION
Agriculture, Department of	AGRIC
Air Force, Department of	A F
Arms Control and Disarmament Agency	ARMS CONT DISA
Army, Department of	ARMY
Atomic Energy Commission	A E C
Civil Aeronautics Board	C A B
Civil Service Commission	C S C
Commerce, Department of	COMMERCE
Defense, Department of	DEFENSE
Defense Supply Agency	D S A
Defense Agencies, Other	OTHER DEFENSE
District of Columbia Government	D C GOVT
D. C. Redevelopment Land Agency	D C REDV LAND AG
Emergency Preparations, Office of	O E P
Equal Employment Opportunity Commission	E E O C
Farm Credit Administration	FARM CREDIT
Federal Communications Commission	F C C
Federal Home Loan Bank Board	FHLBB
Federal Mediation and Conciliation Service	FED MED CON SVC
Federal Power Commission	F P C
Federal Trade Commission	F T C
General Accounting Office	G A O
General Services Administration	G S A
Government Printing Office	G P O
Health, Education and Welfare, Department of	D H E W
Housing and Urban Development, Department of	H U D
Information Agency, United States	U S I A
Interior, Department of the	INTERIOR
International Development, Agency for	A I D
Interstate Commerce Commission	I C C
Justice, Department of	JUSTICE
Labor, Department of	LABOR
Library of Congress	LIB CON
National Aeronautics and Space Administration	N A S A
National Capital Housing Authority	NAT CAP HOUSING
National Foundation on the Arts and Humanities	FOUND ART HUM
National Labor Relations Board	N L R B
National Science Foundation	N S F
Navy, Department of	NAVY
Office of Management and Budget	O M B
Panama Canal Company	PANAMA CANAL
Post Office, Department of	P O
Railroad Retirement Board	RR RET BD
Renegotiation Board	RENEGOT BD
Securities and Exchange Commission	S E C
Selective Service Commission	SEL SVC
Small Business Administration	S B A
Smithsonian Institution	SMITH INST
Soldiers Home, United States	SOLDIERS HOME
State, Department of	STATE
Tariff Commission, United States	TARIFF COMM
Transportation, Department of	TRANS
Treasury, Department of	TREAS
Veterans Administration	V A

TRAINING PARTICIPATION SUMMARY

PARTICIPATION BY PAY SYSTEM	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			TOTAL		
	MALE		TOTAL	MALE		TOTAL	MALE		TOTAL	MALE		TOTAL	MALE		TOTAL
	MALE	FEMALE		MALE	FEMALE		MALE	FEMALE		MALE	FEMALE		MALE	FEMALE	
GS 1-4	30572	67704	98276	1329	5207	6536	1	3	4	3501	5170	8671	35403	78084	113487
GS 5-8	80357	52319	132676	6355	9445	15800	80	17	97	15552	11370	26922	102344	73151	175495
GS 9-12	176436	26807	203243	26790	4333	31123	826	54	880	61390	7427	68817	265442	38621	304063
GS 13-15	44345	1792	46137	14061	631	14692	603	12	615	33019	1319	34338	92028	3754	95782
GS 16-18	764	24	788	589	27	616	11		11	1042	31	1073	2406	82	2488
TOTAL GS	332474	148646	481120	49124	19643	68767	1521	86	1607	114504	25317	139821	497623	193692	691315
WS-SFV	25710	755	26465	2458	135	2593				3769	113	3882	31937	1003	32940
WS-N/SFV	82124	6171	88295	3595	786	4381	16	2	18	13486	190	13676	99221	7149	106370
TOTAL WS	107834	6926	114760	6053	921	6974	16	2	18	17255	303	17558	131158	8152	139310
OTHER	171981	60428	232409	2708	1495	4203	38	2	40	7622	2754	10376	182349	64679	247028
TOTAL PAY SYSTEM	612289	216000	828289	57885	22059	79944	1575	90	1665	139381	28374	167755	811130	266523	1077653
MED/SCI/ENG	70828	25835	96663	6776	1183	7959	1254	69	1323	51309	7197	58506	130167	34284	164451
TECHNICAL	254662	76067	330729	17085	6263	23348	78	9	87	46668	7628	54296	318493	89967	408460
ADM/MGMT	149136	34163	183299	24732	6129	30861	237	12	249	22720	5042	27762	196825	45346	242171
OTHER	137663	79935	217598	9292	8484	17776	6		6	18684	8507	27191	165645	96926	262571
TOTAL	612289	216000	828289	57885	22059	79944	1575	90	1665	139381	28374	167755	811130	266523	1077653

PARTICIPATION BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			ALL SOURCES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
ARMY	98097	36148	134245	7908	3721	11629	260	9	269	24132	4889	29021	130397	44767	175164
NAVY	81483	12780	94263	6691	2129	8820	277	4	281	30409	2902	33311	118860	17815	136675
A F	69871	18174	88045	2350	862	3212	235	7	242	10920	1640	12560	83376	20683	104059
ISA	18727	4382	23109	900	306	1206	8	1	9	2013	657	2670	21648	5346	26994
OTHER DEFENSE	10530	3388	13918	1073	301	1374	174	13	187	2175	377	2552	13952	4079	18031
P O	128591	37743	166334	1550	384	1934	3		3	1244	169	1413	131388	38296	169684
AGRIC	52925	5792	58717	8349	1911	10260	112	2	114	12727	1620	14347	74113	9325	83438
TREAS	33910	28845	62755	4195	1510	5705	11		11	2153	667	2820	40269	31022	71291
VA	13351	16241	29592	2222	1097	3319	9		9	5363	3502	8865	20945	20840	41785
DHEW	11679	16059	27738	3007	1797	4804	82	21	103	5687	3124	8811	20455	21001	41456
INTERIOR	15996	3341	19337	5754	2145	7899	49	1	50	7375	1481	8856	29174	6968	36142
TRANS	26644	1283	27927	1707	699	2406	42		42	2143	346	2489	30536	2328	32864
NASA	1988	324	2312	1543	310	1853	142	1	143	16999	1910	18909	20672	2545	23217
DC GOVT	11422	5799	17221	480	224	704	16	23	39	2641	888	3529	14559	6934	21493
JUSTICE	11764	5995	17759	1077	234	1311	2		2	1721	255	1976	14564	6484	21048
GSA	8222	3015	11237	2788	992	3780	1		1	2154	676	2830	13165	4683	17848
COMMERCE	3518	5113	8631	1958	501	2459	85		85	3522	983	4505	9083	6597	15680
LABOR	2323	2274	4597	458	296	754	6	6	12	700	565	1265	3487	3141	6628
PANAMA CANAL	4054	419	4473	96	9	105				840	80	920	4990	508	5498
SEL SVC	403	3849	4252	52	143	195					14	14	455	4006	4461
AEC	453	234	687	608	159	767	33		33	1202	215	1417	2296	608	2904
AID	288	269	557	121	620	741	3		3	355	457	812	767	1346	2113
GAO	859	176	1035	251	30	281	3		3	655	57	712	1768	263	2031
SBA	1040	215	1255	207	143	350				131	80	211	1378	438	1816

PARTICIPATION BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			ALL SOURCES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
CSC	50	392	442	615	495	1110	1		1	137	80	217	803	967	1770
STATE	137	584	721	201	86	287				96	79	175	434	749	1183
LIB CON	329	517	846	57	33	90				100	69	169	486	619	1105
USIA	127	337	464	158	156	314				112	66	178	397	559	956
EEOC	428	250	678	134	82	216				15	3	18	577	335	912
GPO	565	95	660	45	21	66				130	16	146	740	132	872
SMITH INST.	456	2	458	30	9	39	2		2	84	44	128	572	55	627
RR RET BD	74	155	229	98	28	126				87	23	110	259	206	465
FHLBB	129	28	157	110	20	130				129	23	152	368	71	439
SEC	273	44	317	20	12	32				50	14	64	343	70	413
FTC	98	200	298	20	39	59				14	15	29	132	254	386
NSF	20	160	180	46	33	79				69	30	99	135	223	358
SOLDIERS HOME	178	63	241	39	13	52				6	18	24	223	94	317
ICC	127	24	151	133	7	140				14	6	20	274	37	311
FCC	60	20	80	66	33	99				49	13	62	175	66	241
NAT CAP HOUSING	84	40	124	89	15	104				7	2	9	180	57	237
CAB	14	1	15	44	12	56				139	23	162	197	36	233
FPC		30	30	24	6	30				150	22	172	174	58	232
MLRB	62	38	100	44	45	89		1	5	19	18	37	129	102	231
FED MED CON SVC	90		90	6	9	15				7	1	8	103	10	113
OMB				17	13	30			3	47	10	57	67	23	90
DC REIDV LAND AG				4	5	9			1	26	19	45	31	24	55
OEP				23	7	30				15		15	38	7	45
TARIFF COMM				8	3	11				13	11	24	21	14	35

PARTICIPATION BY AGENCY AND SOURCE

AGENCY	INTERNAL		INTERAGENCY		NON-GOVT LONG TERM		NON-GOVT SHORT TERM		ALL SOURCES	
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	TOTAL
FARM CREDIT				3	10	13	15	2	17	30
ARMS CONT DISARM				5	6	11	4	4	8	19
RENEGOT BD				3	4	7	3	9	12	19
FOUND ART HUM				3	7	10				10
HUD	850	1162	2012	495	327	822	538	200	738	3584
TOTALS	612289	216000	828289	57885	22059	79944	139381	28374	167755	1077653

PARTICIPATION BY AGENCY AND TYPE

AGENCY	PROF AND SCI			TECHNICAL			SPV AND MGT			ALL OTHER			ALL CATEGORIES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
ARMY	15974	2382	18356	55470	19943	75413	33189	7755	40944	25764	14687	40451	130397	44767	175164
NAVY	10947	645	11592	65484	7022	72506	22167	4175	26342	20262	5973	26235	118860	17815	136675
A F	7477	612	8089	47391	9148	56539	14601	2997	17598	13907	7926	21833	83376	20683	104059
DSA	348	34	382	13389	2465	15854	5112	1281	6393	2799	1566	4365	21648	5346	26994
OTHER DEFENSE	3157	850	4007	7523	2111	9634	2488	456	2944	784	662	1446	13952	4097	18031
P O	1331	86	1417	42101	12111	54212	45894	4012	49906	42062	22087	64149	131388	38296	169684
AGRIC	17021	711	17732	19631	1684	21315	20186	2799	22985	17275	4131	21406	74113	9325	83438
TREAS	17962	4906	22868	10830	17700	28530	6326	2002	8328	5151	6414	11565	40269	31022	71291
V A	8786	11831	20617	4204	2751	6955	6281	3675	9956	1674	2583	4257	20945	20840	41785
DHEW	6783	4069	10852	1433	2037	3470	8073	8158	16231	4166	6737	10903	20455	21001	41456
INTERIOR	9091	1475	10566	4230	832	5062	9384	1994	11378	6469	2667	9136	29174	6968	36142
TRANS	1630	34	1664	19874	691	20565	4406	467	4873	4626	1136	5762	30536	2328	32864
NASA	10084	493	10577	4177	370	4547	3592	469	4061	2819	1213	4032	20672	2545	23217
D C GOVT	9312	4795	14107	913	265	1178	971	633	1604	3363	1241	4604	14559	6934	21493
JUSTICE	4405	148	4553	3833	1199	5032	2168	272	2440	4158	4865	9023	14564	6484	21048
OSA	684	112	796	7320	2113	9433	3123	771	3894	2038	1687	3725	13165	4683	17848
COMMERCE	2631	329	2960	3440	3978	7418	2054	681	2735	958	1609	2567	9083	6597	15680
LABOR	234	106	340	1757	1065	2822	903	522	1425	593	1448	2041	3487	3141	6628
PANAMA CANAL	316	215	531	847	10	857	692	109	801	3135	174	3309	4990	508	5498
SEL SVC	2	2	4	20	223	243	177	674	851	256	3109	3365	455	4006	4461
HUD	86	12	98	707	1079	1786	725	278	1003	421	321	742	1939	1690	3629
AEC	509	23	532	444	74	518	725	114	839	618	397	1015	2296	608	2904
ATD	50	50	100	130	198	328	410	104	514	177	1044	1221	767	1346	2113
GAO	73	9	82	842	77	919	568	35	603	205	142	427	1768	263	2031

PARTICIPATION BY AGENCY AND TYPE

AGENCY	PROF AND SCI			TECHNICAL			SPV AND MGT			ALL OTHER			ALL CATEGORIES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
SBA	162	49	211	816	93	909	322	51	373	78	245	323	1378	438	1816
CSC	65	20	85	76	46	122	512	201	713	150	700	850	803	967	1770
STATE	146	41	187	89	38	127	182	89	271	17	581	598	434	749	1183
LIB CON	122	138	260	138	175	313	101	72	173	125	234	359	486	619	1105
USIA	63	34	97	92	39	131	123	128	251	119	358	477	397	559	956
EOC	20	2	22	461	195	656	51	13	64	45	125	170	577	335	912
GPO	6	1	7	118	54	172	124	15	139	492	62	554	740	132	872
SMITH INST	47	4	51	55	1	56	65	5	70	405	45	450	572	55	627
RR RET BD	21	46	67	71	10	81	125	57	182	42	93	135	259	206	465
PHILB	9	21	30	203	9	212	94	4	98	62	58	120	368	71	439
SEC	303	21	324	20	19	39	15	3	18	5	27	32	343	70	413
FTC	1	4	5				11	43	54	120	207	327	132	254	386
NSF	10	9	19	49	24	73	69	11	80	7	179	186	135	223	358
SOLDIERS HOME	10	17	27	85	53	138	124	23	147	4	1	5	223	94	317
ICC	41	1	42	25	5	30	161	3	164	47	28	75	274	37	311
FCC	74	3	77	50	12	62	32	20	52	19	31	50	175	66	241
NAT CAP HOUSING				40		40	140	57	197				180	57	237
CAB	22	1	23	59	8	67	53	9	62	63	18	81	197	36	233
FPC	114	7	121	25	5	30	7	12	19	28	34	62	174	58	232
NLRB	3		3				96	69	165	30	33	63	129	102	231
FED MED CON SVC							103	10	113				103	10	113
OMB	19	5	24	7	5	12	40	2	42	1	11	12	67	23	90
DC REVD LAND AG	3		3	2	9	11	7	3	10	19	12	31	31	24	55
OEP							37	4	41	1	3	4	38	7	45

PARTICIPATION BY AGENCY AND TYPE

AGENCY	PROP AND SCI			TECHNICAL			SPV AND MGT			ALL OTHER			ALL CATEGORIES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
TARIFF COMM	6	4	10	9	8	17	5	1	6	1	1	2	21	14	35
FARM CREDIT	2		2	6		6	5	2	7	5	10	15	18	12	30
ARMS CONT DISARM	5		5	4	1	5					9	9	9	10	19
RENEGOT ED				3	12	15	3	1	4				6	13	19
FOUND ART HUM							3	5	8		2	2	3	7	10
TOTALS	138651	34284	164451	318493	89967	408460	196825	45346	242171	165645	96926	262571	557524	258039	1077653

PARTICIPATION BY AGENCY AND PAY SYSTEMS

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
ARMY	88604	35641	124245	26258	1582	27840	15535	7544	23079	130397	44767	175164
NAVY	60732	16334	77066	51927	1083	53010	6201	398	6599	118860	17815	136675
A F	43327	12999	56326	26458	2075	28533	13591	5609	19200	83376	20683	104059
DSA	19366	5128	24494	2200	113	2313	82	105	187	21648	5346	26994
OTHER DEFENSE	13444	4059	17503	508	20	528				13952	4079	18031
POST OFFICE	868	384	1252				130520	37912	168432	131388	38296	169684
AGRIC	70955	9303	80258	2968	20	2988	190	2	192	74113	9325	83438
TREAS	37037	29779	66816	3139	1243	4382	93		93	40269	31022	71291
VA	14761	12306	27067	2799	833	3632	3385	7701	11086	20945	20840	41785
DHEW	19941	20755	40696	514	246	760				20455	21001	41456
INTERIOR	25040	6807	31847	3446	149	3595	688	12	700	29174	6968	36142
TRANS	29035	2296	31331	1381	1	1382	120	31	151	30536	2328	32864
NASA	18904	2540	21444	1587	5	1592	181		181	20672	2545	23217
DC GOVT	5646	5970	11616	367	28	395	8546	936	9482	14559	6934	21493
JUSTICE	13473	6478	19951	1029	6	1035	62		62	14564	6484	21048
GSA	9505	3854	13359	3043	735	3778	617	94	711	13165	4683	17848
COMMERCE	8358	6580	14938	162	2	164	563	15	578	9083	6597	15680
LABOR	3480	3138	6618				7	3	10	3487	3141	6628
PANAMA CANAL	950	459	1409	3047	3	3050	993	46	1039	4990	508	5498
SEL SVC	217	270	487	1		1	237	3736	3973	455	4006	4461
HUD	1939	1690	3629							1939	1690	3629
AEC	2257	607	2864	9	1	10	30		30	2296	608	2904
AITD	704	864	1568				63	482	545	767	1346	2113
GAO	1767	263	2030	1		1				1768	263	2031

PARTICIPATION BY AGENCY AND PAY SYSTEMS

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
SBA	1374	438	1812	3		3	1			1378	438	1816
CSC	800	966	1766	3	1	4				803	967	1770
STATE	421	749	1170	13		13				434	749	1183
LIB CON	480	618	1098				6	1	7	486	619	1105
USIA	348	551	899				49	8	57	397	559	956
EEOC	577	335	912							577	335	912
GPO	192	96	288	2		2	546	36	582	740	132	872
SMITH INST.	478	54	532	94	1	95				572	55	627
RR RET BD	259	206	465							259	206	465
PHILB	366	71	437	2		2				368	71	439
SEC	342	70	412	1		1				343	70	413
FTC	131	254	385	1		1				132	254	386
NSF	132	223	355	3		3				135	223	358
SOLDIERS HOME	134	82	216	48	4	52	41	8	49	223	94	317
ICC	273	36	309	1	1	2				274	37	311
FCC	175	66	241							175	66	241
NAT CAP HOUSING	44	57	101	136		136				180	57	237
CAB	194	36	230	2		2	1		1	197	36	233
FPC	170	58	228	4		4				174	58	232
NLRB	129	102	231							129	102	231
FED MED CON SVC	103	10	113							103	10	113
OMB	67	23	90							67	23	90
DC REDV LAND AG	31	24	55							31	24	55
OEP	38	7	45							38	7	45

PARTICIPATION BY AGENCY AND PAY SYSTEMS

AGENCY	GENERAL SCHEDULE			WAGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	TOTAL	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
TARIFF COM	20	14	34	1		1				21	14	35
FARM CREDIT	18	12	30							18	12	30
ARME CORT DISARM	8	10	18				1		1	9	10	19
RENEGOT BD	6	13	19							6	13	19
FOUND ART HUM	3	7	10							3	7	10
TOTALS	497623	193592	691315	131158	8152	139310	182349	64679	247028	811130	266523	1077653

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
ARMY	5415	11653	17068	16489	14693	31182	49918	8850	58768	16629	445	17074	153		153
NAVY	8473	6657	15130	11457	6412	17869	30251	3051	33302	10347	205	10552	204	9	213
A F	1055	3782	4837	9088	4931	14019	27056	4131	31187	6032	155	6187	96		96
DSA	201	1275	1476	1795	2146	3941	15312	1653	16965	2018	54	2072	40		40
OTHER DEFENSE	171	644	815	1677	1458	3135	8487	1798	10285	3050	159	3209	59		59
P O	2	73	75	147	234	381	336	53	389	342	21	363	41	3	44
AGRIC	3919	4508	8427	20834	3665	24499	38365	977	39342	7629	141	7770	208	12	220
TREAS	2610	16385	18995	10375	10450	20825	18312	2757	21069	5553	186	5739	187	1	188
V A	3520	6310	9830	3742	3576	7318	5492	2234	7729	1928	186	2114	79		79
DREW	1354	7415	8769	3521	7911	11432	10167	4512	14679	4696	874	5570	203	43	246
INTERIOR	1219	2570	3789	4137	2894	7031	15405	1272	16677	4240	71	4311	39		39
TRANS.....	253	627	880	6343	1242	7585	15566	390	15956	6761	37	6798	112		112
NASA	148	585	733	920	1027	1947	8457	844	9301	9186	83	9269	193	1	194
DC GOVT	1064	643	1707	2238	2974	5212	1751	2114	3865	576	236	812	17	3	20
JUSTICE	2779	5291	8070	4055	1009	5064	4703	143	4846	1866	35	1901	70		70
OSA	1559	1332	2891	1618	1838	3456	4350	622	4972	1923	62	1985	55		55
COMMERCE	567	4230	4797	1335	1569	2904	3688	623	4311	2594	158	2752	174		174
LABOR	136	890	1026	344	1232	1576	1528	739	2267	1429	271	1700	43	6	49
PANAMA CANAL	257	165	422	213	209	422	364	83	447	116	2	118			
SEL SVC	20	61	81	99	175	274	56	34	90	42		42			
HUD	100	662	762	318	661	979	764	269	1033	696	97	793	61	1	62
AEC	15	190	205	323	278	601	754	119	873	1076	20	1096	89		89
AID	21	122	143	83	410	493	350	294	644	228	38	266	22		22
GAO	7	63	70	333	132	465	725	64	789	669	4	673	33		33

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GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
SBA	12	86	98	53	252	305	755	60	815	542	40	582	12		12
CSC	29	592	621	113	201	314	440	159	599	210	13	223	8	1	9
STATE	18	283	301	52	338	390	158	81	239	155	47	202	38		38
LIB CON	29	76	105	156	251	407	218	244	462	72	46	118	5	1	6
USIA	50	292	342	36	153	189	120	91	211	129	15	144	13		13
EEOC	1	113	114	62	113	175	347	92	439	156	17	173	11		11
GPO	37	53	90	40	31	71	55	11	66	44	1	45	16		16
SMITH INST	293	4	297	91	25	116	68	25	93	23		23	3		3
RR RET BD	8	50	58	49	103	152	149	52	201	53	1	54			
PHILB	1	21	22	5	41	46	151	8	159	203	1	204	6		6
SEC	4	26	30	13	20	33	154	16	170	145	8	153	26		26
FTC	3	170	173	5	68	73	83	16	99	38		38	2		2
NSF	4	29	33	17	159	176	32	29	61	65	6	71	14		14
SOLDIERS HOME	32	25	57	51	45	96	49	12	61	2		2			
ICC	2	11	13	27	22	49	173	3	176	60		60	11		11
FCC		14	14	16	42	58	92	9	101	59	1	60	8		8
NAT CAP HOUSING	14	45	59	8	7	15	9	4	13	12	1	13	1		1
CAB		3	3	28	13	41	50	19	69	107	1	108	9		9
FPC		15	15	14	40	54	80	2	82	66	1	67	10		10
NLRB	1	7	8	17	53	70	20	37	57	83	5	88	8		8
FED MED COM SVC		4	4		3	3	11	3	14	92		92			
OMB		1	1	1	13	14	15	6	21	33	2	35	18	1	19
DC REDEV LAND AG		8	8	4	10	14	23	6	29	3		3	1		1
OEP		2	2		1	1	14	4	18	19		19	5		5

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
TARIFF COMM		3	3		9	9	7	1	8	13	1	14			
FARM CREDIT		3	3	2	7	9	5		5	10	2	12	1		1
ARMS CONT DISARM		5	5		2	2		3	3	7		7	1		1
RENEGOT BD		8	8		3	3	5	2	7	1		1			
FOUND ANT HUM		2	2				2		2		5	5	1		1
TOTALS	35403	78084	113487	102344	73151	175495	265442	38621	304063	92028	3754	95782	2406	82	2488

OTHER PAY SYSTEMS PARTICIPATION BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			ALL WAGE		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
ARMY	8776	250	9026	17482	1332	18814	26258	1582	27840
NAVY	10380	102	10482	41547	981	42528	51927	1083	53010
A F	5208	68	5276	21250	2007	23257	26458	2075	28533
DSA	919	2	921	1281	111	1392	2200	113	2313
OTHER DEFENSE	93	2	95	415	18	433	508	20	528
AGRIC	1118	4	1122	1850	16	1866	2968	20	2988
TREAS	512	231	743	2627	1012	3639	3139	1243	4382
VA	1378	198	1576	1421	635	2056	2799	833	3632
DHEW	200	51	251	314	195	509	514	246	760
INTERIOR	865	46	911	2581	103	2684	3446	149	3595
TRANS	281	1	282	1100		1100	1381	1	1382
NASA	113		113	1474	5	1479	1587	5	1592
D C GOVT	144	11	155	223	17	240	367	28	395
JUSTICE	861	3	864	168	3	171	1029	6	1035
GSA	396	28	424	2647	707	3354	3043	735	3778
COMMERCE	65		65	97	2	99	162	2	164
PANAMA CANAL	525		525	2522	3	2525	3047	3	3050
SEL SVC	1		1				1		1
AEC	4	1	5	5		5	9	1	10
GAO	1		1				1		1
SBA	1		1	2		2	3		3
CSC	3	1	4				3	1	4
STATE	4		4	9		9	13		13
GPO	2		2				2		2

OTHER PAY SYSTEMS PARTICIPATION BY AGENCY

AGENCY	SUPERVISORY		NON-SUPERVISORY		ALL WAGE		
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL
SMITH INST	14			1	94	1	95
FHLBB			80		2		2
SEC			1		1		1
FTC	1				1		1
NSF	2		1		3		3
SOLDIERS HOME	33	4	15		48	4	52
ICC	1			1	1	1	2
NAT CAP HOUSING	33		103		136		136
CAB	1		1		2		2
FPC	1		3		4		4
TARIFF COMM	1				1		1
TOTALS	31937	1003	99221	7149	131158	8152	139310

FIRST-LEVEL SUPERVISORY TRAINING

AGENCY	APPOINTED AFTER 6-30-69			APPOINTED BEFORE 6-30-69		
	1st Line Supervisors Appointed After 6-30-69	1st Line Supervisors Trained After 6-30-69	% of Supervisors Trained	1st Line Supervisors Appointed Before 7-1-69	1st Line Supervisors Trained Before 7-1-69	% of Supervisors Trained
TOTALS	18,125	11,827	65%	154,605	110,687	72%
DEFENSE	9,549	6,319	66%	89,925	67,417	75%
ARMY	(4,423)	(2,781)	(62%)	(33,100)	(22,546)	(68%)
NAVY	(2,597)	(1,854)	(71%)	(25,152)	(19,691)	(78%)
A.F.	(1,874)	(1,351)	(72%)	(25,000)	(20,750)	(83%)
DSA	(363)	(254)	(69%)	(4,686)	(3,737)	(79%)
OTHER DEFENSE	(292)	(79)	(27%)	(1,987)	(693)	(35%)
DASA	(17)	(2)	(11%)	(128)	(111)	(86%)
DCAA	(21)	(21)	(100%)	(267)	(231)	(86%)
DIA	(15)	(6)	(40%)	(130)	(81)	(62%)
SECRETARY OF DEFENSE	(10)	(10)	(100%)	(462)	(12)	(2%)
NSA	(229)	(60)	(26%)	(1,000)	(258)	(26%)
AGRIC	1,191	760	63%	11,147	6,350	56%
TREAS	1,071	794	74%	8,093	7,093	87%
V.A.	956	606	63%	10,299	8,053	78%
H.E.W.	1,016	628	61%	5,957	3,925	65%
INTERIOR	952	578	60%	7,941	4,622	58%
TRANS	537	349	64%	7,290	5,210	71%
NASA	387	200	51%	2,980	1,981	66%
D.C. GOV'T	435	346	79%	1,528	863	56%
JUSTICE	251	153	60%	1,015	702	69%

FIRST-LEVEL SUPERVISORY TRAINING

AGENCY	APPOINTED AFTER 6-30-69			APPOINTED BEFORE 6-30-69		
	1st Line Supervisors Appointed After 6-30-69	1st Line Supervisors Trained After 6-30-69	% of Supervisors Trained	1st Line Supervisors Appointed Before 7-1-69	1st Line Supervisors Trained Before 7-1-69	% of Supervisors Trained
GSA	376	301	80%	1,974	Not Known	---
COMMERCE	410	208	50%	2,866	1,087	37%
LABOR	35	25	71%	175	125	71%
PANAMA CANAL	170	136	80%	1,387	1,248	89%
SEL. SVC. SYS.	147	124	84%	676	545	80%
H.U.D.	143	100	69%	904	346	38%
SMALL BUSINESS	51	26	50%	650	300	46%
CSC	85	51	60%	339	208	61%
STATE	22	7	31%	288	150	52%
EEOC	24	4	16%	52	2	3%
GPO	97	77	79%	Unknown	---	---
SMITHSONIAN	12	12	100%	Not Available	24	---
R.R. RET. BD.	24	8	33%	183	159	86%
FHLBB	5	3	60%	86	52	60%
SEC	11	11	100%	63	8	12%
FTC	16	9	56%	19	12	63%
NSF	1	1	100%	50	16	32%
SOLDIERS HOME	9	0	---	60	50	83%
ICC	11	6	54%	77	5	6%
FCC	14	4	28%	163	62	38%
NAT. CAP. HOUSING	11	2	18%	50	13	26%

FIRST-LEVEL SUPERVISORY TRAINING

AGENCY	APPOINTED AFTER 6-30-69			APPOINTED BEFORE 6-30-69		
	1st Line Supervisors Appointed After 6-30-69	1st Line Supervisors Trained After 6-30-69	% of Supervisors Trained	1st Line Supervisors Appointed Before 7-1-69	1st Line Supervisors Trained Before 7-1-69	% of Supervisors Trained
CAB	10	8	80%	26	15	57%
FPC	70	5	7%	80	5	6%
NLRB	4	4	100%	76	53	69%
OMB	12	5	41%	14	3	21%
TARIFF	1	0	---	20	0	---
FARM CREDIT	5	0	---	11	2	18%
ARMS CON DISARM AG	---	---	---	43	0	---
RENEG. BD.	4	2	50%	12	5	41%

PARTICIPANT MAN-HOURS SUMMARY

PARTICIPANT MAN-HOURS BY PAY SYSTEM	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			TOTALS		
	MALE		TOTAL	MALE		TOTAL	MALE		TOTAL	MALE		TOTAL	MALE	FEMALE	TOTAL
	MALE	FEMALE		MALE	FEMALE		MALE	FEMALE		MALE	FEMALE				
GS 01-04	1331183	2258322	3589505	25368	114603	139971	360	2520	2880	138579	174087	312666	1495490	2549532	4045022
GS 05-08	5583560	2101333	7684893	182018	252971	434989	109700	27808	137508	740236	419731	1159967	6615514	2801843	9417357
GS 09-12	8533011	944274	9477285	796625	122980	919605	1155345	81516	1236861	2848081	272176	3120257	13333062	1420946	14754008
GS 13-15	1843446	53489	1896935	490692	18106	508798	824741	17458	842199	1325399	39665	1355064	4484278	128718	4612996
GS 16-18	27990	620	28610	53172	258	53430	18752	0	18752	41727	3492	45219	141641	4370	146011
TOTAL GS	17319190	5358038	22677228	1547875	508918	2056793	2108898	129302	2238200	5094022	909151	6003173	26069985	6905409	32975394
WS SPV	607842	20543	628385	72185	5098	77283				166698	3884	170582	846725	29525	876250
WS-NSPV	6066485	220489	6286974	79293	13119	92412	19496	1216	20712	796344	13210	809554	6961618	248034	7209652
TOTAL WS	6674327	241032	6915359	151478	18217	169695	19496	1216	20712	963042	17094	980136	7808343	277559	8085902
OTHER	5900062	2663539	8563601	85454	66582	152036	71456	2624	74080	341749	93261	435010	6398721	2826006	9224727
TOTAL	29893579	8262609	38156188	1784807	593717	2378524	2199850	133142	2332992	6398813	1019506	7418319	40277049	10008974	50286023
MED/SCI/ENG	5462932	1424093	6887025	201341	35414	236755	1743325	103887	1847212	2733618	348081	3081699	10141216	1911475	12052691
TECHNICAL	15834986	3982103	19817089	547298	164663	711961	85556	12656	98212	2394553	300085	2694638	18862393	4459507	23321900
ADM/MGMT	4126091	956088	5082179	833771	159879	993650	342834	16599	359433	750464	130813	881277	6070880	1263379	7334259
OTHER	4469570	1900325	6369895	202397	233761	436158	10415	0	10415	520178	240527	760705	5202560	2374613	7577173
TOTAL	29893579	8262609	38156188	1784807	593717	2378524	2199850	133142	2332992	6398813	1019506	7418319	40277049	10008974	50286023

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			ALL SOURCES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
ARMS CONT DISARM				475	212	687				112	144	256	587	356	943
AEC	10535	3662	14197	25311	3756	29067	66650		66650	40851	7028	47879	143347	14446	157793
A F	3946719	827174	4773893	85969	21256	107225	280151	9040	289191	606041	66406	672447	4918880	923876	5842756
AGRIC	1273568	101895	1375463	174539	51863	226402	176453	2946	179399	345752	55458	401210	1970312	212162	2182474
FOUND ART HUM				100	108	208							100	188	288
ARM	4654297	1991596	6645893	239997	86457	326454	325963	8978	334941	1079586	179788	1259374	6299843	2266819	8566662
AID	10720	10760	21480	4916	51808	56724	5200		5200	15081	18408	33489	35917	80976	116893
OMB				1480	728	2208	4800		4800	2207	370	2577	8487	1098	9585
CAB	269	36	305	2052	402	2454				4239	628	4867	6560	1066	7626
COMM	170049	127122	297171	86320	18605	104925	123414		123414	163402	31667	195069	543185	177394	720579
CSC	2638	18832	21470	17241	11860	29101	1920		1920	3842	2610	6452	25641	33302	58943
DC REDEV LAND AG				147	170	317	2384		2384	1233	462	1695	3764	632	4396
DC GOVT	1388916	382844	1771760	17644	8533	26177	25020	33006	58026	166664	78053	244717	1598244	502436	2100680
DSA	602189	124551	726740	37886	8961	46847	11729	1560	13289	65516	21146	86662	717320	156218	873538
EEOC	13274	5661	18935	3488	2574	6062				573	253	826	17335	8488	25823
FCC	1787	911	2698	2882	1765	4647				1717	487	2204	6386	3163	9549
FHLEB	4554	696	5250	3253	500	3753				3886	616	4502	11693	1812	13505
FARM CREDIT				40	315	355				424	78	502	464	393	857
FED MED CON SVC	3552		3552	168	308	476				106	24	130	3826	332	4158
FTC		870	870	1006	152	1158				6276	848	7124	7282	1870	9152
FTC	3672	8260	11932	716	1302	2018				587	654	1241	4975	10216	15191
GAO	60459	5928	66387	17190	1136	18326	4320		4320	26961	1796	28757	108930	8860	117790
GPO	27916	3842	31758	1996	600	2596				3385	490	3675	33297	4932	38229
GSA	216256	85536	301792	80939	25006	105945	1680		1680	67594	25047	92641	366469	135589	502058

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			ALL SOURCES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
DREW.....	543685	714395	1258070	65951	36648	102599	146003	32900	178903	221223	96861	318084	976862	880794	1857656
HUD	80891	42440	123331	17056	11483	28539	23000	1624	24624	26692	4767	31459	147639	60314	207953
USIA	5141	8240	13381	9298	6676	15974				6184	2968	9152	20623	17884	38507
ICC	3315	701	4016	6765	235	7000				410	139	549	10490	1075	11565
INTERIOR	538118	59791	597909	183149	51335	234484	75888	1568	77456	314875	64539	379414	1112030	177233	1289263
JUSTICE	1400959	504133	1905092	35704	7073	42777	2776		2776	69724	7900	77714	1509163	519196	2028359
LABOR	40235	33491	73726	15988	8710	24698	7900	9880	17780	26335	25413	51748	90458	77494	167952
LIB CON	7879	10839	18718	1437	905	2342				4005	2260	6265	13321	14004	27325
NASA	59269	6597	65866	57241	6338	63579	211995	1488	213483	582994	62607	645601	911499	77030	98829
NAT CAP HOUSING	1893	80	1973	668	492	1160				120	88	208	2681	660	3341
NAVY	5009447	384728	5394175	193598	45858	239456	395144	6832	401976	1907359	89593	1997052	7505548	527111	8032659
NSF	600	3252	3912	2497	1095	3592				3154	1210	4364	6311	5557	11868
NLRB	2220	820	3040	1276	1230	2506	940	120	1060	400	300	700	4836	2470	7306
OEI				640	192	832				460		460	1100	192	1292
OTHER DEFENSE	764166	265193	1029359	73213	11125	84338	205976	23200	229176	114005	17450	131455	1157360	316968	1474328
PANAMA CANAL	198742	23847	222589	5951	536	6487				40044	6218	46262	244737	30601	275338
P O	2516456	597257	3113713	37814	8287	46101	5520		5520	33366	3729	37095	2593156	609273	3202429
RENEGOT BD				189	134	323				514	352	866	703	486	1189
RR RET BD	19498	28959	48457	2733	736	3469				2862	792	3654	25093	30487	55580
SBA	23410	3469	26879	5131	3038	8169				3832	3008	6840	32373	9515	41888
SEC	6906	1638	8594	808	432	1240				872	447	1319	8586	2567	11153
SOLDIERS HOME	867	190	1057	673	386	1059				1407	602	2009	2947	1178	4125
SMITH INST	6295	80	6375	892	316	1208	2448		2448	2830	1825	4655	12465	2221	14686
SEL SVC	7793	50092	57885	795	3996	4791					2020	2020	8588	56108	64696

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG TERM			NON-GOVT SHORT TERM			ALL SOURCES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
STATE	6016	11764	17780	8786	3028	11814				4178	3032	7210	18980	17824	36804
TARIFF COMM				216	104	320				600	1294	1894	816	1398	2214
TRANSPORTATION	3724502	78625	3803127	60025	18859	78884	61360		61360	197320	9348	206668	4043207	106832	4150039
TREAS	2135128	1043454	3178582	129892	35580	165472	16960		16960	76132	20745	96877	2358112	1099779	3457891
VA	398718	688318	1087036	60666	30433	91099	14256		14256	150881	97348	248229	624521	816099	1440620
TOTALS	27758451	82626093	110384544	1784807	592812	2378524	2199850	133142	2332992	6398813	1019506	7418319	40277049	10008974	50286023

MAN-HOURS OF TRAINING BY PAY SYSTEMS

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
ARMY	3676779	894326	4571105	1274223	41072	1315295	1348841	1331421	2680262	6299843	2266819	8566662
NAVY	3159613	435966	3595579	4037125	35911	4073036	308810	55234	364044	7505548	527111	8032659
A F	2787355	572709	3360064	1635504	118390	1753894	496021	232777	728798	4918880	923876	5842756
DSA	673255	152398	825653	42028	1643	43671	2037	2177	4214	717320	156218	873538
OTHER DEFENSE	1110916	315024	1425940	45924	1944	47868	520		520	1157360	316968	1474328
P O	33168	13388	46556				2559988	595885	315873	2593156	609273	3202429
AGRIC	1930075	211138	2141213	32123	512	32635	8114	512	8626	1970312	212162	2182474
TREAS	2245051	1072960	3318011	91109	26819	117928	21952		21952	2358112	1099779	3457891
V A	479556	578692	1058248	49405	12565	61970	95560	224842	320402	624521	816099	1440620
DHEW	955804	873144	1828948	21058	7650	28708	36498	313	36811	976862	880794	1857656
INTERIOR	943202	173962	1117164	13230	2958	13288	36498	644	5508	1112030	177233	1289263
TRANS	3919981	106172	4026153	118362	16	118378	4864			4043207	106832	4150039
NASA	846931	76688	923619	57277	342	57619	7291		7291	911499	77030	988529
D C GOVT	310593	233211	543804	23950	654	24604	1263701	268571	1532272	1598244	502436	2100680
JUSTICE	1490326	519012	2009338	16754	184	16938	2083		2083	1509163	519196	2028359
GSA	247772	105989	353761	102633	26516	129149	16064	3084	19148	366469	135589	502058
COMM	486679	175346	662025	5742	88	5830	50764	1760	52524	543185	177394	720579
LABOR	90358	77464	167822				100	30	130	90458	77494	167952
PANAMA CANAL	41032	20632	61664	114749	28	114777	88956	9941	98897	244737	30501	275338
SEL SVC	3612	8483	12095	24		24	4952	47625	52577	8588	56108	64696
HUD	147639	60314	207953							147639	60314	207953
AEC	95218	14426	109644	416	20	436	47713		47713	143347	14446	157793
AID	31863	32336	64199				4054	48640	52694	35917	80976	116893
GAO	108890	8860	117750	40		40				108930	8860	117790
SBA	32285	9515	41800	48		48	40		40	32373	9515	41888

MAN-HOURS OF TRAINING BY PAY SYSTEMS

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
CSC	25545	33217	58762	96	85	181				25641	33302	58943
STATE	18068	17824	35892	912		912				18980	17824	36804
LIB CON	13195	13985	27180				126	19	145	13321	14004	27325
USIA	18850	17808	36658				1773	76	1849	20623	17884	38507
EEOC	17335	8488	25823							17335	8488	25823
GPO	5901	2537	8438	48		48	27348	2395	29743	33297	4932	38229
SMITH INST	9537	2181	11818	2828	40	2868				12465	2221	14686
RR RET BD	25093	30487	55580							25093	30487	55580
PHILBB	11591	1812	13403	102		102				11693	1812	13505
SEC	8547	2567	11114	39		39				8586	2567	11153
FTC	4935	10216	15151	40		40				4975	10216	15191
NSF	6128	5557	11685	183		183				6311	5557	11868
SOLDIERS HOME	1353	1074	2427	1442	44	1486	152	60	212	2947	1178	4125
ICC	10450	997	11447	40	78	118				10490	1075	11565
FCC	6386	3163	9549							6386	3163	9549
NAT CAP HOUSING	1196	660	1856	1485		1485				2681	660	3341
CAB	6416	1066	7482	120		120	24		24	6560	1066	7626
FPC	7122	1870	8992	160		160				7282	1870	9152
NLRB	4836	2470	7306							4836	2470	7306
FED MED CON SVC	3826	332	4158							3826	332	4158
OMB	8487	1098	9585							8487	1098	9585
D C REIDV LAND AG	3764	632	4396							3764	632	4396
OEP	1100	192	1292							1100	192	1292
TARIFF COMM	792	1398	2190	24		24				816	1398	2214

MAN-HOURS OF TRAINING BY PAY SYSTEMS

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
FARM CREDIT	464	393	857							464	393	857
ARMS CONT DISARM	212	356	568				375		375	587	356	943
RENEGOT BD	703	486	1189							703	486	1189
FOUND ART HUM	100	188	288							100	188	288
TOTALS	2606985	6905409	32975394	7808343	277559	8085902	6398721	2826006	9224727	40277049	10008974	50286023

GENERAL SCHEDULE PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
ARMY	114749	195917	310666	780157	367508	1147665	1986434	313065	2299499	783151	17836	800987	12288		12288
NAVY	227328	143090	370418	607969	192306	800275	1723573	91115	1814688	584402	9171	593573	16341	284	16625
A F	68009	110959	178968	624464	293531	917995	1557258	162058	1719316	529898	6161	536059	7726		7726
DSA	5182	26604	31786	69716	63758	133474	517703	60642	578345	79512	1394	80906	1142		1142
OTHER DEFENSE	7187	34353	41540	157465	108690	266155	696215	160275	856490	245865	11706	257571	4184		4184
P O	95	2645	2740	4560	8513	13073	11108	1586	12694	12805	540	13345	4600	104	4704
AGRIC	56746	79671	136417	551074	96283	647357	1093483	30048	1123531	221359	4777	226136	7413	359	7772
TREAS	87453	507273	594726	1145759	456632	1602391	821998	103737	925735	176717	5198	181915	13124	120	13244
VA	200912	443057	643969	89152	80549	169701	128329	50528	178857	58556	4558	63214	2507		2507
DREW	36858	139958	176816	258674	527982	786656	441863	177140	619003	212516	25024	237540	5893	3040	8933
INTERIOR	36904	51774	88678	167492	79243	246735	582222	40780	623002	155030	2165	157195	1554		1554
TRANS	85200	19583	104783	1492296	65202	1557498	1946642	20339	1966981	387307	1048	388355	8536		8536
NASA	6340	17937	24277	34613	37616	72229	366731	19771	386502	427043	1314	428357	12204	50	12254
D C GOVT	117211	24332	141543	113840	137724	251564	54802	65143	119945	21896	5857	27753	2844	155	2999
JUSTICE	347292	489113	836405	275352	25145	300497	756213	4041	760254	106511	713	107224	4958		4958
GSA	38825	37071	75896	43134	49703	92837	115289	17429	132718	48341	1786	50127	2183		2183
COMMERCE	18374	102892	121266	69641	46935	116576	245995	21679	267674	143543	4040	147583	9126		9126
LABOR	1557	18662	20219	12880	25626	38506	33589	21071	54660	41360	11943	53303	972	162	1134
PANAMA CANAL	9458	10027	19485	12783	7374	20157	13351	3151	16502	5440	80	5520			
SEL SVC	448	2598	3046	1224	5497	6721	1404	388	1792	536		536			
HUD	19230	24464	43694	38849	25107	63956	35438	6852	42290	52202	3851	56053	1920	40	1960
AEC	230	4870	5100	8329	5752	14081	35105	3094	38199	43699	710	44409	7855		7855
AID	880	4779	5659	3349	14590	17939	13698	11410	25108	13345	1557	14902	591		591
GAO	80	1382	1462	14561	3744	18305	47314	3630	50944	45275	104	45379	1660		1660

GENERAL SCHEDULE PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
SBA	236	1990	2226	1208	5806	7014	18283	1184	19467	12358	535	12893	200		200
CSC	1293	22020	23313	3832	6171	10003	13119	4673	17792	7124	345	7469	177	8	185
STATE	396	5965	6361	1814	6880	8694	6374	3082	9456	7740	1897	9637	1744		1744
LIB CON	757	1824	2581	4226	4970	9196	6526	6301	12827	1543	882	2425	143	8	151
USIA	1052	6986	8038	1274	4348	5622	8760	4580	13340	6900	1894	8794	864		864
EEOC	40	2501	2541	1368	2798	4166	10602	2561	13163	5061	628	5689	264		264
GPO	552	929	1481	1590	1070	2660	2353	526	2879	1116	12	1128	290		290
SMITH INST.	3193	151	3344	1198	850	2048	2080	1180	3260	3124		3124	42		42
RR RET BD	206	1343	1549	16988	26546	43534	6184	2558	8742	1715	40	1755			
PHILBB	24	511	535	144	1065	1209	5450	212	5662	5781	24	5805	192		192
SEC	133	1310	1443	376	630	1006	3846	419	4265	3524	208	3732	668		668
FTC	130	6826	6956	274	2816	3130	3063	534	3597	1420		1420	48		48
NSF	129	687	816	480	3752	4232	2237	876	3113	2046	242	2288	1236		1236
SOLDIERS HOME	112	72	184	370	607	977	857	395	1252	14		14			
ICC	61	295	356	232	530	762	5011	172	5183	4276		4276	870		870
FCC		571	571	714	2191	2905	3006	383	3389	2378	18	2396	288		288
NAT CAP HOUSING	588	280	868	164	176	340	92	164	256	328	40	368	24		24
CAB		60	60	873	392	1265	1718	574	2292	3081	40	3121	744		744
FTC		780	780	428	970	1398	3504	80	3584	2636	40	2676	554		554
NLRB	40	270	310	400	1256	1656	442	792	1234	3938	152	4090	16		16
FED MED CON		164	164		80	80	824	88	912	3002		3002			
OMB	56	56	112	28	830	858	607	148	755	4476	24	4500	3376	40	3416
DC REIDV LAND AG		134	134	176	322	498	1122	176	1298	2442		2442	24		24
OEP		80	80		24	24	308	88	396	616		616	176		176
TARIFF COMM		66	66		1268	1268	264	40	304	528	24	552			

GENERAL SCHEDULE PARTICIPANT MAN HOURS BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
FARM CREDIT		112	112	24	233	257	132		132	292	48	340	16		16
ARMS CONT DISARM		154	154		62	62		140	140	188		188	24		24
RENEGOT BD		288	288		150	150		48	529	222		222			
FOUND ART HUM		96	96					60	60		92	92	40		40
TOTALS	1495546	2549532	4045078	6615514	2801843	9417357	13333062	1420946	14754008	4484278	128718	4612996	141641	4370	146011

OTHER PAY SYSTEMS BY MAN-HOURS

AGENCY	WS SUPERVISORY			WS NON-SUPERVISORY			OTHER PAY SYSTEMS		
	MALE		TOTAL	MALE		TOTAL	MALE		TOTAL
	MALE	FEMALE		MALE	FEMALE		MALE	FEMALE	
ARMY	203064	7573	210637	1071159	33499	1104658	1348841	1331421	2680262
NAVY	288266	2945	291211	3748959	32966	3781825	308810	55234	364044
A F	176180	2355	178535	1459324	116035	1575359	496021	232777	728798
DSA	15120	20	15140	26908	1623	28531	2037	2177	4214
OTHER DEFENSE	6602	64	6666	39322	1880	41202	520		520
P O	2559988	595885	3155873						
AGRIC	10581	80	10661	21542	432	21974	8114	512	8626
TREAS	13549	6889	20438	77560	19930	97490	21952		21952
V A	26629	3452	30081	22776	9113	31889	95560	224842	320402
DHEW	7691	2881	10572	13367	4769	18136			
INTERIOR	30774	1738	32512	101556	1220	102776	36498	313	36811
TRANS	10856	16	10872	107506		107506	4864	644	5508
NASA	2451		2451	54826	342	55168	7291		7291
D C GOVT	7444	56	7500	16506	598	17104	1263701	268571	1532272
JUSTICE	13200	64	13264	3554	120	3674	2083		2083
GSA	18550	1243	19793	84083	25273	109356	16064	3084	19148
COMMERCE	2282		2282	3460	88	3548	50764	1760	52524
LABOR							100	30	130
PANAMA CANAL	10541		10541	104208	28	104236	88956	9941	98897
SEL SVC	24		24				4952	47625	52577
AEC	80	20	100	336		336	47713		47713
AID							4054	48640	52694
GAO	40		40						
SBA	16		16	32		32	40		40
CSC	96	85	181						

OTHER PAY SYSTEMS BY MAN-HOURS

AGENCY	WS SUPERVISORY			WS NON-SUPERVISORY			OTHER PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	MALE	TOTAL
STATE	264		264	648		648			
LIB CON							126	19	145
USIA							1773	76	1849
GPO	48		48				27348	2395	29743
SMITH INST	480		480	2348	40	2388			
FHLEB	102		102						
SEC				39		39			
FTC	40		40						
NSF	136		136	47		47			
SOLDIERS HOME	628	44	672	814		814	152	60	212
ICC	40		40		78	78			
NAT CAP HOUSING	949		949	536		536			
CAB	40		40	80		80	24		24
FPC	40		40	120		120			
TARIFF COMM	24		24						
ARMS CONT DISARM							375		375
TOTALS	3406815	625410	4032225	6961516	248034	7209550	3838733	2230121	6068854

COMPARISON OF PARTICIPANTS TO TOTAL POPULATION AND PARTICIPANT MAN-HOURS TO TOTAL MAN-HOURS AMONG GRADE GROUPINGS WITHIN AGENCIES

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18			WAGE SYSTEMS		
	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS
ARMY	AVERAGE	LOW	LOW	AVERAGE	AVERAGE	LOW	AVERAGE	HIGH	AVERAGE	LOW	HIGH	AVERAGE	LOW	HIGH	HIGH	HIGH	LOW	LOW
NAVY	AVERAGE	LOW	LOW	AVERAGE	AVERAGE	LOW	AVERAGE	HIGH	AVERAGE	LOW	HIGH	AVERAGE	LOW	HIGH	HIGH	HIGH	LOW	LOW
A F	AVERAGE	LOW	LOW	AVERAGE	AVERAGE	AVERAGE	AVERAGE	HIGH	AVERAGE	LOW	HIGH	HIGH	LOW	HIGH	HIGH	HIGH	LOW	LOW
DSA	AVERAGE	LOW	LOW	AVERAGE	LOW	AVERAGE	HIGH	HIGH	HIGH	LOW	AVERAGE	HIGH	LOW	HIGH	AVERAGE	HIGH	LOW	LOW
OTHER DEFENSE	AVERAGE	LOW	LOW	AVERAGE	LOW	AVERAGE	HIGH	AVERAGE	HIGH	LOW	HIGH	HIGH	LOW	HIGH	HIGH	LOW	AVERAGE	AVERAGE
TREAS	AVERAGE	HIGH	LOW	AVERAGE	HIGH	HIGH	HIGH	LOW	LOW	AVERAGE	LOW	AVERAGE	LOW	LOW	AVERAGE	LOW	AVERAGE	LOW
JUSTICE	AVERAGE	HIGH	HIGH	AVERAGE	LOW	LOW	AVERAGE	AVERAGE	HIGH	AVERAGE	LOW	LOW	LOW	LOW	LOW	LOW	HIGH	LOW
P O	AVERAGE	LOW	LOW	AVERAGE	HIGH	LOW	AVERAGE	HIGH	LOW	AVERAGE	AVERAGE	LOW	LOW	LOW	LOW	LOW	LOW	NONE
INTERIOR	AVERAGE	AVERAGE	LOW	AVERAGE	AVERAGE	AVERAGE	HIGH	HIGH	HIGH	AVERAGE	HIGH	HIGH	LOW	LOW	LOW	LOW	NONE	NONE
AGRIC	AVERAGE	LOW	LOW	AVERAGE	AVERAGE	AVERAGE	HIGH	HIGH	HIGH	AVERAGE	HIGH	HIGH	LOW	LOW	LOW	AVERAGE	LOW	LOW
COMMERCE	AVERAGE	HIGH	HIGH	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE	HIGH	AVERAGE	AVERAGE	HIGH	LOW	LOW	LOW	LOW	LOW	LOW
DREW	AVERAGE	LOW	LOW	AVERAGE	HIGH	HIGH	AVERAGE	HIGH	HIGH	LOW	HIGH	HIGH	LOW	HIGH	HIGH	LOW	LOW	LOW
TRANS	LOW	LOW	LOW	AVERAGE	HIGH	HIGH	AVERAGE	HIGH	LOW	AVERAGE	AVERAGE	AVERAGE	LOW	AVERAGE	LOW	LOW	LOW	LOW
GSA	AVERAGE	LOW	LOW	AVERAGE	AVERAGE	AVERAGE	AVERAGE	HIGH	HIGH	AVERAGE	HIGH	HIGH	LOW	AVERAGE	LOW	AVERAGE	LOW	LOW
V A	HIGH	LOW	AVERAGE	AVERAGE	LOW	LOW	AVERAGE	HIGH	AVERAGE	LOW	HIGH	HIGH	LOW	HIGH	HIGH	HIGH	LOW	LOW
NASA	AVERAGE	LOW	LOW	AVERAGE	LOW	LOW	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH	LOW	LOW	HIGH	AVERAGE	LOW	LOW
DC GOVT	AVERAGE	AVERAGE	HIGH	HIGH	HIGH	HIGH	AVERAGE	HIGH	AVERAGE	AVERAGE	LOW	HIGH	LOW	LOW	LOW	AVERAGE	LOW	LOW
ATD	AVERAGE	LOW	LOW	AVERAGE	HIGH	HIGH	AVERAGE	HIGH	LOW	AVERAGE	LOW	LOW	LOW	LOW	LOW	LOW	NONE	NONE
LABOR	AVERAGE	AVERAGE	LOW	AVERAGE	LOW	LOW	AVERAGE	HIGH	AVERAGE	HIGH	AVERAGE	HIGH	LOW	LOW	LOW	LOW	NONE	NONE
HUD	AVERAGE	AVERAGE	HIGH	AVERAGE	LOW	LOW	AVERAGE	AVERAGE	LOW	AVERAGE	AVERAGE	AVERAGE	LOW	LOW	HIGH	LOW	NONE	NONE
PANAMA CANAL	LOW	HIGH	HIGH	HIGH	LOW	LOW	AVERAGE	HIGH	AVERAGE	LOW	LOW	LOW	LOW	NONE	NONE	HIGH	AVERAGE	LOW
AEC	AVERAGE	LOW	LOW	HIGH	LOW	LOW	AVERAGE	AVERAGE	AVERAGE	AVERAGE	HIGH	HIGH	LOW	LOW	LOW	LOW	LOW	LOW
CSC	HIGH	HIGH	HIGH	AVERAGE	HIGH	HIGH	HIGH	HIGH	HIGH	AVERAGE	HIGH	HIGH	AVERAGE	LOW	LOW	LOW	LOW	LOW
USIA	AVERAGE	HIGH	AVERAGE	HIGH	LOW	LOW	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE	LOW	LOW	LOW	LOW	NONE	NONE

COMPARISON OF PARTICIPANTS TO TOTAL POPULATION AND PARTICIPANT MAN-HOURS TO TOTAL MAN-HOURS AMONG GRADE GROUPINGS WITHIN AGENCIES

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18			WAGE SYSTEMS		
	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS
NLRB	AVERAGE	LOW	LOW	AVERAGE	HIGH	AVERAGE	AVERAGE	HIGH	AVERAGE	AVERAGE	HIGH	HIGH	LOW	AVERAGE	NONE	LOW	NONE	NONE
SEL SVC	HIGH	LOW	AVERAGE	HIGH	HIGH	HIGH	AVERAGE	HIGH	HIGH	LOW	HIGH	AVERAGE	LOW	NONE	NONE	LOW	LOW	AVERAGE
SBA	AVERAGE	LOW	LOW	AVERAGE	LOW	AVERAGE	HIGH	HIGH	HIGH	AVERAGE	HIGH	HIGH	LOW	AVERAGE	LOW	LOW	LOW	LOW
SMITH INST.....	AVERAGE	HIGH	AVERAGE	AVERAGE	LOW	AVERAGE	AVERAGE	LOW	AVERAGE	LOW	LOW	HIGH	LOW	LOW	LOW	AVERAGE	LOW	AVERAGE
LTB COM.....	AVERAGE	LOW	LOW	AVERAGE	HIGH	HIGH	HIGH	HIGH	HIGH	LOW	AVERAGE	HIGH	LOW	LOW	LOW	LOW	NONE	NONE
STATE	AVERAGE	HIGH	LOW	HIGH	LOW	LOW	AVERAGE	AVERAGE	HIGH	LOW	HIGH	LOW	LOW	LOW	LOW	LOW	LOW	LOW
GPO	AVERAGE	LOW	LOW	AVERAGE	LOW	LOW	AVERAGE	LOW	LOW	AVERAGE	LOW	LOW	LOW	HIGH	HIGH	LOW	NONE	NONE
GAO	AVERAGE	LOW	LOW	AVERAGE	HIGH	LOW	HIGH	HIGH	HIGH	AVERAGE	HIGH	HIGH	LOW	HIGH	AVERAGE	LOW	LOW	LOW
EEOC	AVERAGE	LOW	AVERAGE	AVERAGE	LOW	AVERAGE	AVERAGE	HIGH	HIGH	AVERAGE	AVERAGE	AVERAGE	LOW	LOW	AVERAGE	LOW	NONE	NONE
FCC	AVERAGE	LOW	LOW	AVERAGE	AVERAGE	AVERAGE	AVERAGE	HIGH	HIGH	AVERAGE	AVERAGE	AVERAGE	LOW	AVERAGE	AVERAGE	LOW	NONE	NONE
FILBB	AVERAGE	LOW	LOW	HIGH	LOW	LOW	AVERAGE	HIGH	HIGH	AVERAGE	HIGH	HIGH	LOW	LOW	LOW	LOW	LOW	LOW
FTC	LOW	LOW	LOW	AVERAGE	LOW	LOW	AVERAGE	HIGH	HIGH	LOW	LOW	AVERAGE	LOW	LOW	LOW	LOW	LOW	LOW
FTC	AVERAGE	HIGH	HIGH	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE	AVERAGE	LOW	LOW	LOW	LOW	LOW	LOW	LOW	LOW
ICC	AVERAGE	LOW	LOW	AVERAGE	LOW	LOW	HIGH	HIGH	AVERAGE	AVERAGE	AVERAGE	HIGH	LOW	LOW	AVERAGE	LOW	LOW	LOW
NSF	LOW	LOW	LOW	HIGH	LOW	LOW	AVERAGE	LOW	HIGH	LOW	LOW	LOW	UNKNOWN	UNKNOWN	UNKNOWN	LOW	LOW	HIGH
RR RET BD	AVERAGE	LOW	LOW	AVERAGE	LOW	HIGH	AVERAGE	AVERAGE	LOW	HIGH	LOW	LOW	LOW	NONE	NONE	LOW	NONE	NONE
SEC	AVERAGE	LOW	LOW	AVERAGE	LOW	LOW	AVERAGE	AVERAGE	LOW	AVERAGE	AVERAGE	AVERAGE	LOW	LOW	HIGH	LOW	LOW	LOW
SOLDIERS HOME	HIGH	LOW	LOW	AVERAGE	AVERAGE	LOW	AVERAGE	HIGH	HIGH	AVERAGE	AVERAGE	AVERAGE	LOW	NONE	NONE	LOW	LOW	NONE
FED MED CON SVC	LOW	LOW	LOW	AVERAGE	LOW	LOW	LOW	HIGH	HIGH	LOW	LOW	LOW	NONE	NONE	NONE	HIGH	LOW	NONE
NAT CAP HOUSING	AVERAGE	HIGH	HIGH	AVERAGE	LOW	LOW	AVERAGE	LOW	LOW	AVERAGE	LOW	AVERAGE	LOW	LOW	AVERAGE	NONE	NONE	NONE
OMB	LOW	LOW	LOW	AVERAGE	AVERAGE	LOW	AVERAGE	LOW	LOW	LOW	LOW	LOW	LOW	LOW	AVERAGE	HIGH	AVERAGE	NONE
CAB	LOW	LOW	LOW	AVERAGE	LOW	LOW	AVERAGE	HIGH	HIGH	AVERAGE	AVERAGE	AVERAGE	LOW	HIGH	HIGH	LOW	NONE	NONE
OEP	LOW	LOW	LOW	AVERAGE	LOW	LOW	AVERAGE	AVERAGE	AVERAGE	AVERAGE	HIGH	HIGH	LOW	LOW	HIGH	LOW	NONE	AVERAGE
DC FEDV LAND AG	AVERAGE	LOW	LOW	AVERAGE	HIGH	LOW	AVERAGE	HIGH	HIGH	LOW	LOW	HIGH	LOW	HIGH	LOW	AVERAGE	NONE	NONE

COMPARISON OF PARTICIPANTS TO TOTAL POPULATION AND PARTICIPANT MAN-HOURS TO TOTAL MAN-HOURS AMONG GRADE GROUPINGS WITHIN AGENCIES

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18			WAGE SYSTEMS		
	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS	POP	PART	M-HRS
TARIFF COMM	LOW	HIGH	LOW	HIGH	LOW	HIGH	AVERAGE	HIGH	AVERAGE	HIGH	HIGH	AVERAGE	LOW	NONE	LOW	LOW	LOW	LOW
FARM CREDIT	LOW	HIGH	HIGH	HIGH	LOW	AVERAGE	HIGH	LOW	LOW	HIGH	HIGH	AVERAGE	LOW	AVERAGE	NONE	LOW	NONE	NONE
FOUND ART HUM	LOW	HIGH	HIGH	HIGH	NONE	LOW	AVERAGE	NONE	LOW	HIGH	LOW	LOW	LOW	NONE	LOW	LOW	NONE	LOW
RENEGOT	LOW	HIGH	HIGH	AVERAGE	LOW	LOW	LOW	HIGH	LOW	HIGH	LOW	LOW	LOW	NONE	LOW	LOW	NONE	LOW
ARMS CONT DISARM	LOW	HIGH	HIGH	HIGH	LOW	LOW	AVERAGE	LOW	AVERAGE	HIGH	NONE	LOW	LOW	NONE	LOW	LOW	NONE	LOW

COMPARISON OF PARTICIPANT MAN-HOURS TO

CODE:

P-MH - Participant
Man-Hours

T-MH - Total Man-Hours Available

AV - Average

TOTAL MAN-HOURS AMONG GRADE GROUPINGS

WITHIN AGENCIES

AGENCY	CODE	GS 01-04	GS 05-08	GS 09-12	GS 13-15	GS 16-18	WAGE BOARD
ARMY	P-MH	310,666	1,147,665	2,299,499	800,987	12,288	1,315,295
	T-MH	132,591,608	149,609,344	151,160,208	42,503,480	417,680	385,578,568
	AV	.23	.76	1.52	1.88	2.94	.34
NAVY	P-MH	370,418	800,275	1,814,688	593,573	16,625	4,073,036
	T-MH	102,498,672	85,457,328	105,128,608	33,476,144	595,648	404,454,072
	AV	.36	.96	1.72	1.77	2.79	1.00
A.F.	P-MH	178,968	917,995	1,719,316	536,059	7,726	1,753,894
	T-MH	74,416,048	89,922,872	104,271,088	25,745,432	319,616	287,932,248
	AV	.24	1.02	1.64	2.08	2.41	.60
DSA	P-MH	31,786	133,474	578,345	80,906	1,142	43,671
	T-MH	14,090,344	14,409,960	26,885,880	5,413,496	85,352	21,844,664
	AV	.22	.92	2.15	1.49	1.33	.19
OTHER DEF.	P-MH	41,540	266,155	856,490	257,571	4,184	47,868
	T-MH	9,394,168	9,608,456	17,925,736	3,610,208	56,296	1,249,408
	AV	.44	2.77	4.77	7.13	7.43	3.83
TREAS	P-MH	594,726	1,602,391	925,735	181,915	13,244	117,928
	T-MH	36,719,520	35,313,936	51,378,272	16,598,240	523,008	9,330,608
	AV	1.61	4.53	1.80	1.09	2.53	1.26
JUSTICE	P-MH	836,405	300,497	760,254	107,124	4,958	16,938
	T-MH	17,477,184	20,893,080	15,214,448	10,414,760	466,712	2,411,648
	AV	4.78	1.43	4.99	1.02	1.06	.70
P.O.	P-MH	2,740	13,073	12,694	13,340	4,704	0
	T-MH	479,424	1,213,088	1,158,608	1,463,696	128,936	81,720
	AV	.57	1.07	1.09	.91	3.64	.00
INTERIOR	P-MH	88,678	246,735	623,002	157,195	1,554	135,288
	T-MH	16,089,760	25,164,312	38,043,384	12,163,568	357,752	26,993,024
	AV	.55	.98	1.63	1.29	.43	.50

AGENCY	CODE	GS 01-04	GS 05-08	GS 09-12	GS 13-15	GS 16-18	WAGE BOARD
AGRIC	P-MH T-MH AV	136,417 39,746,792 .34	647,357 51,325,608 1.26	1,123,531 56,524,816 1.98	226,136 13,750,752 1.64	7,772 392,256 1.98	32,635 16,888,800 .19
COMMERCE	P-MH T-MH AV	121,266 6,702,856 1.80	116,576 11,142,976 1.04	267,674 14,992,896 1.78	147,583 9,152,640 1.61	9,126 586,568 1.55	5,830 10,777,960 .05
DHEW	P-MH T-MH AV	176,816 48,561,656 .36	786,656 59,806,328 1.31	619,003 41,560,976 1.48	237,540 15,345,200 1.54	8,933 532,088 1.67	28,708 11,954,728 .24
TRANS	P-MH T-MH AV	104,783 7,997,664 1.31	1,557,498 15,701,136 9.91	1,966,981 51,111,320 3.84	388,355 23,493,592 1.65	8,536 463,080 1.84	118,378 11,922,040 .99
GSA	P-MH T-MH AV	75,896 11,789,472 .64	92,837 9,864,512 .94	132,718 8,217,400 1.61	50,127 3,455,848 1.45	2,183 128,936 1.69	129,149 34,843,592 .37
V.A.	P-MH T-MH AV	643,969 86,552,376 .74	169,701 48,386,120 .35	178,857 27,025,712 .66	63,214 7,129,616 .88	2,507 230,632 1.08	61,970 63,763,392 .09
NASA	P-MH T-MH AV	24,277 4,405,616 .55	72,229 8,618,736 .83	386,502 18,853,712 2.05	428,357 20,157,600 2.12	12,254 586,568 2.08	57,619 6,441,352 .89
D.C. GOVT	P-MH T-MH AV	141,543 13,765,280 1.02	251,564 32,119,592 .78	119,945 18,354,312 .65	27,753 11,469,856 .24	2,999 764,536 .39	24,604 15,018,320 .16
AID	P-MH T-MH AV	5,659 4,972,208 .11	17,939 1,379,808 1.30	25,108 6,628,400 .37	14,902 4,144,112 .35	591 1,934,040 .03	0 116,224 .00
LABOR	P-MH T-MH AV	20,219 2,925,576 .69	38,506 5,108,408 .75	54,660 5,745,824 .95	53,303 4,329,344 1.23	1,134 157,992 .71	0 187,048 .00
HUD	P-MH T-MH AV	43,694 4,376,560 .99	63,956 39,276,448 .16	42,290 41,560,976 .10	56,053 5,710,632 .98	1,960 161,624 1.21	0 435,840 .00

AGENCY	CODE	GS 01-04	GS 05-08	GS 09-12	GS 13-15	GS 16-18	WAGE BOARD
PAN CANAL/CZ	P-MH T-MH AV	19,485 1,732,464 1.12	20,157 4,042,416 .49	16,502 2,309,952 .71	5,520 1,443,720 .38	0 693,736 .00	114,777 18,003,824 .63
AEC	P-MH T-MH AV	5,100 2,337,192 .21	14,081 5,457,080 .25	38,199 3,118,072 1.22	44,409 1,948,568 2.27	7,855 908,000 .86	436 159,808 .27
CSC	P-MH T-MH AV	23,313 3,196,160 .72	10,003 1,855,952 .53	17,792 2,682,232 .66	7,469 1,223,984 .61	185 1,223,984 .01	181 85,352 .21
USIA	P-MH T-MH AV	8,038 3,268,800 .24	5,622 7,627,200 .07	13,340 4,358,400 .30	8,794 2,724,000 .32	864 1,271,200 .06	0 795,408 .00
NLRB	P-MH T-MH AV	310 548,432 .05	1,656 1,036,936 .15	1,234 980,640 .12	4,090 1,256,672 .32	16 232,448 .00	0 50,848 .00
SEL SUC SY	P-MH T-MH AV	3,046 4,767,000 .06	6,721 4,767,000 .14	1,792 1,549,048 .11	536 595,648 .08	0 237,896 .00	24 38,136 .06
SBA	P-MH T-MH AV	2,226 1,549,048 .14	7,014 1,863,216 .37	19,893 2,551,480 .76	12,893 1,460,064 .88	200 67,192 .29	48 34,504 .13
SMITHS	P-MH T-MH AV	3,344 860,784 .38	2,048 926,160 .22	3,260 848,072 .38	3,124 481,240 .64	42 43,584 .09	2,868 1,129,552 .25
LIB. CON.	P-MH T-MH AV	2,581 1,578,104 .16	9,196 2,613,224 .35	12,827 2,193,728 .58	2,415 655,576 .36	151 79,904 .18	0 346,856 .00
STATE	P-MH T-MH AV	6,361 8,072,120 .07	8,694 18,837,368 .04	9,456 1,345,656 .70	9,637 6,726,464 .14	1,774 3,139,864 .05	912 541,168 .16
G.P.O.	P-MH T-MH	1,481 2,453,416 .06	2,660 5,725,848 .04	2,879 3,272,432 .08	1,128 2,044,816 .05	290 116,224 .24	48 11,014,040 .00

AGENCY	CODE	GS 01-04	GS 05-08	GS 09-12	GS 13-15	GS 16-18	WAGE BOARD
GAO	P-MH T-MH AV	1,462 1,160,424 .12	18,305 33,241,880 .05	50,944 3,132,600 1.62	45,379 1,919,512 2.36	1,660 116,224 1.42	40 74,456 .05
EEOC	P-MH T-MH AV	2,541 207,024 1.22	4,166 277,848 1.49	13,163 348,672 3.77	5,689 205,208 2.77	264 23,608 1.11	0 14,528 .00
FCC	P-MH T-MH AV	571 399,520 .14	2,905 788,144 .36	3,389 686,448 .49	2,396 786,680 .30	288 83,536 .34	0 63,560 .00
FHLBB	P-MH T-MH AV	535 395,888 .13	1,209 744,560 .16	5,662 528,456 1.07	5,805 512,112 1.13	192 154,360 .12	102 34,504 .29
FPC	P-MH T-MH AV	780 256,056 .30	1,398 548,432 .25	3,584 557,512 .64	2,676 557,488 .46	554 74,456 .74	160 41,768 .38
FTC	P-MH T-MH AV	6,956 455,816 1.52	3,130 490,320 .63	3,597 410,416 .87	1,420 655,576 .21	48 59,928 .08	40 36,320 .11
ICC	P-MH T-MH AV	356 586,568 .06	760 806,304 .09	5,183 1,047,832 .49	4,276 523,008 .81	870 236,080 .36	118 58,112 .20
NSF	P-MH T-MH AV	816 123,488 .66	4,232 606,544 .69	3,113 256,056 1.21	2,288 312,352 .73		183 18,160 1.00
RRRB	P-MH T-MH AV	1,549 855,336 .18	43,524 966,112 4.50	8,742 1,022,408 .85	1,755 163,440 1.07	0 16,344 .00	0 52,664 .00
SEC	P-MH T-MH AV	1,443 346,856 .41	1,006 602,912 .16	4,265 719,136 .59	3,732 648,312 .57	688 52,664 1.26	39 34,504 .11
SOLDIERS HOME	P-MH T-MH AV	184 846,256 .02	977 399,520 .24	1,252 127,120 .98	14 7,264 .19	0 0 .00	212 802,672 .00

AGENCY	CODE	GS 01-04	GS 05-08	GS 09-12	GS 13-15	GS 16-18	WAGE BOARD
FED MED CON SVC	P-MH T-MH AV	164 65,376 .25	80 159,808 .05	912 56,296 1.62	3,002 501,216 .59	0 16,344 .00	0 0 .00
NAT CAP HOUSING	P-MH T-MH AV	868 197,944 .43	340 464,896 .07	256 265,136 .09	368 165,256 .22	24 10,896 .22	1,485 735,480 .00
OMB	P-MH T-MH AV	56 63,560 .08	858 256,056 .33	755 176,152 .42	4,500 343,224 1.31	3,416 125,304 2.72	0 19,976 .00
CAB	P-MH T-MH AV	60 79,904 .07	1,265 325,064 .38	2,292 312,352 .73	3,121 323,248 .96	744 79,904 .93	120 29,056 .41
OEP	P-MH T-MH AV	80 47,216 .16	24 161,624 .01	396 130,752 .30	616 250,608 .24	176 49,032 .35	0 5,448 .00
D.C. REDV LAND AG	P-MH T-MH AV	134 132,568 .10	498 308,720 .16	1,298 176,152 .73	2,442 110,776 2.20	24 7,264 .33	0 101,691 .00
TARIFF COMM	P-MH T-MH AV	66 34,504 .19	1,268 141,648 .89	304 96,248 .31	552 159,808 .34	0 9,080 .00	24 16,344 .14
FARM CREDIT	P-MH T-MH AV	112 27,240 .41	257 107,144 .23	132 108,960 .12	340 118,040 .28	16 10,896 .14	0 5,446 .00
FOUND ART HUM	P-MH T-MH AV	96 10,896 .88	0 56,296 .00	0 23,608 .00	92 39,952 .23	0 7,264 .00	0 1,816 .00
RENEGOT BB	P-MH T-MH AV	288 54,480 .52	150 85,352 .17	48 43,584 .11	222 159,808 .13	0 10,896 .00	0 0 .00
ARMS CONT DISARM	P-MH T-MH AV	154 29,056 .53	62 99,880 .06	140 58,112 .24	0 78,088 .00	0 10,896 .00	0 0 .00

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	LONG-TERM	SHORT-TERM	TOTAL	AGENCY POPULATION	EXPENDITURE PER EMPLOYEE	AGENCY PARTICIPATION	EXPENDITURE PER EMPLOYEE TRAINED
ARMS CONT DISARM		6105			6105	162	38	19	321
AEC	7730	152670	106891	255443	522734	7155	73	2904	180
A F	4220879	446469	376913	3145498	8189759	320067	26	104059	79
AGRIC	4014138	983774	274616	1397077	6669605	88570	75	83438	80
FOUND ART HUM		932			932	75	12	10	93
ARMY	4263853	1140481	755935	4364799	10525068	473580	22	175164	60
OMB		12253	9406	14249	35908	519	69	90	399
CAB		9760		11748	21508	646	33	233	92
COMMERCE	419455	294487	185989	789607	1689538	30908	55	15680	108
CSC	4430	76044	6732	23054	110260	4914	22	1770	62
D C REVD LAND AG		1096	1961	15667	18724	405	46	55	340
D C GOVT	316221	63044		332613	711878	42113	17	21493	33
ATD	50051	747911	8400	402273	1208635	15210	79	2113	572
JUSTICE	1800440	223066	7753	290401	2321660	35804	65	21048	110
LABOR	92242	87017	78712	427852	685823	10240	67	6628	103
DSA	665010	180319	55999	178788	1080116	56350	19	26994	40
EEOC	120500	19600		2700	142800	565	253	912	157
FCC	2119	15289		10120	27528	1500	18	241	114
FILBB		25315		43025	68340	1216	56	439	156
FARM CREDIT		1167		2131	3298	212	16	30	110
FED MED CON SVC	20550	1670		441	22661	434	52	113	201
FFC		6350		28384	34734	11082	3	232	150
FTC	5519	7801		3714	17034	1250	14	386	44
GSA	186355	282499	7316	184584	660754	36583	18	17848	37
DREW	2635845	578388	515350	1682082	5411665	96431	56	41456	131

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	LONG-TERM	SHORT-TERM	TOTAL	AGENCY POPULATION	EXPENDITURE PER EMPLOYEE	AGENCY PARTICIPATION	EXPENDITURE PER EMPLOYEE TRAINED
HUD	195347	57530	103321	258655	614853	14370	43	3629	169
USIA	15046	28236		14561	57843	10473	6	956	61
ICC	362	9442		1863	11667	1823	6	311	38
INTERIOR	1230422	962586	140265	1142534	3475807	64588	54	36142	96
LIB CON		3244		15198	18442	3778	5	1105	17
GAO	99408	35702	22499	115207	272816	4510	60	2031	134
GPO	450	6031		19261	25742	7508	3	872	30
NSF	5450	19515		13498	38463	921	42	358	107
NAT CAP HOUSING	300	1487		703	2490	205	12	237	11
NLRB	8528	14629	9986	3878	37021	2220	17	231	160
NASA	37057	247679	19969	2289576	2774281	32421	86	22217	119
NAVY	2509389	789694	501216	5805129	9605428	406152	24	136675	70
OEP		5171		2894	8065	353	23	45	179
OTHER DEFENSE	941793	350507	222370	400498	1915168	27809	69	18031	106
PANAMA CANAL	30791	28814	2641	135509	197755	15208	13	5498	36
P O	4682418	196915	16187	1406217	6301737	658938	10	169684	37
RENEGOT BD		735		2259	2994	214	14	19	158
RR RET BD	15700	10721		87	26508	1706	16	465	57
SBA	134182	36461		28449	199092	4220	47	1816	110
SEC	16728	6657		2358	25743	1348	19	413	62
SOLDIERS HOME	1534	210		1151	2895	1105	3	317	9
SMITH INST.	220	1205	6600	16323	24348	2094	12	627	39
SEL SVC	108545	22281		2100	132926	6564	20	4461	30
STATE		22873		16508	39381	24699	2	1183	33

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	LONG-TERM	SHORT-TERM	TOTAL	AGENCY POPULATION	EXPENDITURE PER EMPLOYEE	AGENCY PARTICIPATION	EXPENDITURE PER EMPLOYEE TRAINED
TARIFF COMM		1418		4009	5427	235	23	35	155
TRANS	8832889	399885	185402	1726057	11134233	60711	183	32864	339
TREAS	6131967	856578	87134	299799	7375478	8553	86	71291	103
V A	702701	414281	43972	1213226	2374180	151741	16	41785	57
TOTALS	44526564	9883994	3933535	28543757	86887850	2820133	31	1077653	81

SALARIES OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	TOTAL	EMPLOYEE DEVELOPMENT	INSTRUCTORS	CLERICAL AND SUPPORT
		OFFICERS		PERSONNEL
TOTAL	\$ 37,254,000	\$ 34,477,426	\$ 34,861,660	\$ 17,915,514
DEFENSE	28,331,761	14,072,006	10,120,880	5,138,875
NAVY	(11,130,906)	(4,378,404)	(5,474,982)	(1,277,520)
ARMY	(6,785,149)	(4,674,403)	(879,565)	(1,231,181)
A F	(5,588,941)	(3,681,815)	(1,347,836)	(559,290)
DSA	(985,709)	(825,469)	(16,178)	(144,062)
OTHER	(3,841,056)	(511,915)	(1,402,319)	(1,926,822)
TRANS	18,496,449	1,614,451	12,682,055	4,199,943
P O	7,769,507	4,829,393	1,594,006	1,346,110
DHEW	7,406,851	2,872,042	2,516,070	2,018,739
VA	6,532,014	2,478,432	3,471,483	582,099
TREAS	6,288,806	3,347,321	1,173,395	1,768,090
D C GOVT	2,533,030	656,232	1,329,016	547,782
JUSTICE	2,228,393	267,230	1,219,097	742,066
AGRIC	1,975,510	835,685	648,533	491,292
INTERIOR	1,395,074	702,050	415,904	277,120
NASA	885,586	817,543	40,013	28,030
COMMERCE	786,627	379,859	148,881	257,887
GSA	599,700	257,873	177,279	124,548
LABOR	480,181	394,464	22,115	63,602
HUD	352,455	300,087		52,368
PANAMA CANAL	194,284	30,096	127,157	37,031
AID	163,594	66,216		97,378
GPO	119,635	101,827		17,808
RR RET BD	112,556	23,747	83,287	5,522
ALL OTHERS*	642,587	430,872	92,489	119,226

* 30 Agencies reporting less than \$100,000

RATIO OF FULL-TIME TRAINING
PERSONNEL TO AGENCY EMPLOYMENT

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	CLERICAL AND SUPPORT	TOTAL TRAINING PERSONNEL	AGENCY POPULATION	NO. EMPLOYEES PER TRAINING PERSON
TOTAL	2,427	2,697	1,952	7,076	2,820,133	399
DEFENSE	1,077	913	610	2,600	1,283,958	493
NAVY ...	(327)	(555)	(181)	(1,063)	(406,152)	(382)
ARMY ...	(368)	(136)	(186)	(690)	(473,580)	(686)
A F	(294)	(131)	(89)	(514)	(320,067)	(622)
DSA	(55)	(2)	(22)	(79)	(56,350)	(713)
OTHER ..	(33)	(89)	(132)	(254)	(27,809)	(109)
TRANS	94	758	337	1,189	60,711	51
P O	347	156	152	655	658,938	1,006
DHEW	188	191	232	611	96,431	157
VA	164	265	78	507	151,741	299
TREAS.....	218	81	199	498	85,537	171
D C GOVT ...	43	117	70	230	42,113	183
JUSTICE	17	82	61	160	35,804	223
AGRIC	54	45	57	156	88,570	567
INTERIOR ...	48	27	35	110	64,588	587
COMMERCE ...	30	20	34	84	30,908	367
NASA	51	3	18	72	32,421	450
GSA	15	15	13	43	36,583	850
LABOR	21	2	9	32	10,240	320
HUD	19		8	27	14,370	532
AID	4		13	17	15,210	894
PANAMA CANAL	2	9	6	17	15,208	894
GPO	7		3	10	7,508	750
RR RET BD ..	2	7	1	10	1,706	170
ALL OTHERS*.	26	6	16	48	87,588	1,825

* 30 Agencies reporting fewer than ten full-time training personnel